



**Research Product 98-15**

**Plan for Combat Operations  
(Battlefield Function 18)  
as Accomplished by a Direct Support  
Field Artillery Battalion  
Volume 1: Function Analysis**

19980511 084

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BDM Federal, Inc.

DTIC QUALITY INSPECTED 2

**January 1998**

**Armored Forces Research Unit**

**U.S. Army Research Institute for the Behavioral and Social Sciences**

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# **U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES**

**A Directorate of the U.S. Total Army Personnel Command**

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Research accomplished under contract  
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## REPORT DOCUMENTATION PAGE

1. REPORT DATE (dd-mm-yy) January 1998		2. REPORT TYPE Final		3. DATES COVERED (from... to) July 1995 - July 1997	
4. TITLE AND SUBTITLE Plan for Combat Operations (Battlefield Function 18) as Accomplished by a Direct Support Field Artillery Battalion Volume 1: Function Analysis				5a. CONTRACT OR GRANT NUMBER MDA 903-92-D-0075	
				5b. PROGRAM ELEMENT NUMBER 0602785A	
6. AUTHOR(S) Robin Elder				5c. PROJECT NUMBER A791	
				5d. TASK NUMBER 2228	
				5e. WORK UNIT NUMBER R03	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) BDM Federal, Inc. 1801 Randolph Road, S.E Albuquerque, NM 87106				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences ATTN: TAPC-ARI-IK 5001 Eisenhower Avenue Alexandria, VA 22333-5600				10. MONITOR ACRONYM ARI	
				11. MONITOR REPORT NUMBER Research Product 98-15	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.					
13. SUPPLEMENTARY NOTES Kathleen A. Quinkert, Contracting Officer's Representative					
14. ABSTRACT (Maximum 200 words):  The purpose of the overall research program was to document the synchronization required by command and control tasks performed within the armored brigade, to include combat support and combat service support units. The immediate application of the documentation was to support developers of staff training in two related projects: Battle Staff Training System and Staff Group Trainer. The documentation was also intended to assist with the planning and execution of collective training.  The documentation approach was to apply function analysis (FA) techniques for battlefield functions (BFs) in the Command and Control battlefield operating system. Thirteen FAs were developed for the brigade headquarters and four supporting units: direct support field artillery battalion, engineer battalion, forward support battalion, and air defense artillery battery. The FAs were revised through a formative evaluation process that included internal review and successive external reviews by combat training centers, proponent agencies, and a review council representing potential users of the FAs. The final products include the FAs, a user's guide, and assessment packages for the BFs. This report provides the FA and user's guide for BF 18 as performed by the direct support field artillery battalion.					
15. SUBJECT TERMS <div style="display: flex; justify-content: space-between; padding: 5px;"> <span>Structured Training Functions</span> <span>Staff Training Analysis of Functions</span> <span>Multiechelon Training Command and Control</span> <span>Training Strategy</span> </div>					
SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT  Unlimited	20. NUMBER OF PAGES  355	21. RESPONSIBLE PERSON (Name and Telephone Number) Kathleen A. Quinkert (502) 624-6928/3450
16. REPORT Unclassified	17. ABSTRACT Unclassified	18. THIS PAGE Unclassified			

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**Army Project Number  
2Q26785A791**

**Education and Training Technology**

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## FOREWORD

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One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century. The indispensable foundations, the cornerstones, for meeting this goal are solid information and data bases. One such base is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon. What have been lacking are function analyses along with task descriptions that have a broader BOS perspective; one which focuses not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective which is needed, for example, to define training requirements and strategies for combined arms operations.

The function analysis described in this report is a product of one of three efforts conducted under the ARI project, "Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)." The work in this part of ITTBBST is the fifth in a series of ARI projects directed at analyzing the vertical and horizontal synchronization required by combined arms operations. All of the projects have analyzed functions, previously labeled "critical combat functions (CCFs)" and now labeled "battlefield functions (BFs)." The previous projects analyzed: all BFs performed by a heavy battalion task force; a sample of seven BFs performed by an armored brigade; and the integration of fire support BFs as performed by an armored brigade and at echelons higher than brigade. The research in this project analyzed BFs in the Command and Control BOS. Separate coordinated analyses of these BFs were performed for the armored brigade headquarters and four types of supporting units, one of which is the Direct Support Field Artillery Battalion.

The analyses developed in the project have been used in the development of staff training in related projects within the ITTBBST program. In addition, U.S. Army Training and Doctrine Command (TRADOC) representatives have identified a variety of applications by TRADOC training and other developers as well as potentials for collective training management.

  
ZITA M. SIMUTIS  
Technical Director

## ACKNOWLEDGMENTS

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This analysis has benefited from considerable dedicated effort on the part of many persons. The efforts of a few of these many persons are specifically and gratefully acknowledged here. An especially key person was MG (Ret) Lon E. Maggart, Commanding General of the U.S. Army Armor Center (USAARMC). Prior to and during the conduct of this effort, he contributed greatly to definition of training needs and concepts in support of Force XXI. He saw that battlefield functional analyses could provide a valuable foundation for Force XXI training development efforts; hence, MG (Ret) Maggart strongly backed these efforts.

COL G. Patrick Ritter and LTC Marvin K. Decker, acting in accordance and agreement with MG (Ret) Maggart's vision, vigorously pursued battlefield function analysis efforts and persevered in ensuring their application to Force XXI training developments. COL Ritter, Director of Directorate of Training Development and Doctrine (DTDD) at USAARMC, and LTC Decker, Chief of DTDD's Force XXI Training Program office, ensured implementation of necessary actions, and the participation of military subject matter experts and potential users of function analysis products as needed to assure quality outcomes.

Among many participants in performing the analyses themselves, and validating their integrity and validity, were members of the U.S. Army Field Artillery School (USAFAS), DTDD at USAARMC, and the Operations Group at National Training Center (NTC). Final recommendations and approval of these analyses were provided by proponents and users constituting the Force XXI Review Council. Members of the Review Council included: COL G. Patrick Ritter and LTC Marvin K. Decker, USAARMC; LTC James R. Harrison, U.S. Army Armor School (USAARMS); LTC David M. Annen, USAFAS; LTC Larry Newman, U.S. Army Air Defense Artillery School; COL Philip Federle, U.S. Army Engineer School; LTC Roger F. Murtie, National Training Center; LTC Gilbert Pearsall, Joint Readiness Training Center; COL Roger W. Jones, TRADOC Program Integration Office-Army Battle Command System; and COL Robert J. Fulcher, 29th Infantry Regiment.

The research for and preparation of this report benefited immeasurably from the assistance provided by members of the U.S. Army Research Institute. Specifically, the authors would like to acknowledge Ms. Dorothy Finley for serving as a peer reviewer for the product. She offered constructive comments that have improved both the content and style of the report. Also, special recognition is given to Ms. May Throne, a Consortium Research Fellow from the University of Louisville assigned to Fort Knox, and Ms. Lori Cracknell. Their never ending efforts to assist in the formal production of this report will not soon be forgotten.

Finally, a large debt of gratitude is owed to BG (Ret) Bill Mullen for guidance and support on this product. He provided the program management that ensured this product is well "synched" with past products as well as the Army of the future. His continual attention to details have provided the Army with a truly unique document.

PLAN FOR COMBAT OPERATIONS (BATTLEFIELD FUNCTION 18) AS  
ACCOMPLISHED BY A DIRECT SUPPORT FIELD ARTILLERY BATTALION  
VOLUME 1: FUNCTION ANALYSIS

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## OVERVIEW

The results of the Army Research Institute's (ARI) examination of battlefield functions (BFs) relevant to a heavy (armored or mechanized infantry) brigade combat team's combined arms operations are in two volumes. Volume 1, Function Analysis, identifies and describes various components necessary to accomplish the function. The components were selected based on their relevance to a unit trainer's interests. Volume 2, Assessment Package, is an assessment aid. It describes performance measures based on the purpose, outcomes, and tasks supporting the outcomes identified in the Function Analysis (Volume 1).

This overview provides necessary and relevant information concerning the development of BF 18, Plan for Combat Operations, as performed by a direct support (DS) field artillery (FA) battalion (Bn).

This function analysis (FA) is designed for the cannon battalion organized under the following tables of organization and equipment (TOE):

- a. 06365H000 Field Artillery Battalion, 155mm Self-Propelled, Armored/Mechanized
- b. 0365L100 Field Artillery Battalion, 155mm Self-Propelled, Heavy Division
- c. 0365L200 Field Artillery Battalion, 155mm Self-Propelled, Heavy Division
- d. 0365L300 Field Artillery Battalion, 155mm Self-Propelled, Heavy Division

This FA, Plan for Combat Operations (BF 18), is a product of the process of developing a training strategy for the field artillery battalion. It is the first of three BFs (Plan, Prepare, Execute) which compose the command and control (C2) battlefield operating system (BOS). The analysis reflects all the tasks, participants, products, and processes required by the DS FA battalion to achieve the outcomes necessary to plan for combat operations in compliance with the commander's concept and intent.

A battlefield function is defined as processes or activities occurring over time that must be performed to accomplish a mission(s) or supporting critical tasks. It provides task integration, combined arms interaction, and inter-Battlefield Operating Systems (BOSs) linkages.<sup>1</sup>

Synchronization - the arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time, chosen by the commander - starts in the planning phase (BF 18) when the battalion commander first visualizes and articulates his intent and concept of the operation to his staff and subordinate/supporting commanders. Synchronization continues into the preparation phase (BF 19) with the rehearsals, other preparations for battle, and refinements of the original operations plan. In the execution phase of the battle (BF 20), the commander must make timely decisions based upon the rapidly changing

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<sup>1</sup> The term "Battlefield Function (BF)" was designated by the U.S. Army Training and Doctrine Command (TRADOC) in September 1996 to replace "Critical Combat Function (CCF)". At the same time, the term was redefined. TRADOC also renamed "task analysis" (TA) to "function analysis" (FA).

situation. He will be the center of multiple cycles of monitoring, planning, and directing as he, his battalion, and the brigade react to change in mission, enemy, terrain, troops, and time available (METT-T).

Synchronization of BFs provides commanders at tactical echelons with a definable outcome that materially affects the battle. Without this synchronization it is doubtful that a commander's concept and intent will be achieved.

The analysis addresses the function of planning for battle at the battalion level. Planning for battle as outlined in this BF never begins from a standing start. Planning that is conducted during the preparation and execution battle phases may, under certain conditions, include planning using the military decision-making process (MDMP) addressed in this BF. The tasks of this BF are initiated by the battalion as parallel planning with the supported brigade upon receipt of a division warning order (WARNO) or operations order (OPORD). The parallel planning that must be accomplished by the brigade and the direct support artillery battalion in order to synchronize fire support and maneuver requires the brigade commander to integrate the decide, detect, deliver, and assess (D3A) methodology with the tactical decision-making process (DMP).

The tasks that result in the development and continuous refinement of the brigade's fire support plan also feed the development and refinement of the artillery battalion's field artillery support plan (FASP). As the brigade staff develops and war-games courses of action (COAs), the fire support coordinator (FSCoord) and brigade fire support officer (FSO) assess capabilities for meeting the Bde (brigade) Cdr's (commander's) intent for fires for each course of action (COA).

This information is provided to the FA Bn S3 for the parallel development, analysis, and comparison of COA for the FA Bn. The COA decision by the brigade commander is immediately passed to the FA Bn to finalize the FASP. The planning phase concludes when the field artillery support plan, based on the brigade order and supporting fire support plan, has been issued, briefed, and the confirmation briefings by the battery commanders to the battalion commander have been conducted. The brigade BFs 15 and 18 encompass brigade planning and the development of the brigade fire support plan.

This analysis depicts the battalion collective tasks necessary to plan for the conduct of operations by the field artillery battalion in direct support of a heavy brigade. These collective tasks are those performed by the battalion commander and his staff who normally participate in battalion planning. The battalion's ability and capability to perform all tasks will be affected by technology (e.g., automated systems) that is in different stages of being fielded.

The product of this BF will be a FRAGO (fragmentary order), OPORD (i.e., the FASP), or FA support matrix which contains the necessary information to allow and empower all elements subordinate to or reinforcing the battalion to successfully accomplish the mission. A final step in the development of this task analysis will be the integration of the information from ongoing task analyses of other relevant BFs. This integration will permit the matching of critical tasks and information from BF 18 with the other BFs now being analyzed, as well as with the analyses of BFs being performed by units normally operating with the brigade, such as the forward support battalion and the engineer battalion.



Planning is a continuous process. The function analysis identifies tasks that reflect that the battalion commander and staff continue to revise and refine the plan until a point where further refinement is dysfunctional to the conduct of subordinate preparation and execution activities. Tasks concerning refinement of the plan are included in the analysis of FA Battalion BF 19, Direct and Lead the Battalion During Preparation for the Battle.

Battalion planning may begin while the battalion is operating in varied environments. The planning may occur while the battalion is in a secure area, prior to being deployed into a forward battle area, or while the battalion is forward in the battle area but prior to actual engagement. Planning could also be simultaneous with planning and preparation for a second mission (e.g., a contingency mission) received during execution of a third mission. Planning may also occur during the execution of a mission when the commander is required to retask the battalion (i.e., issue a fragmentary order [FRAGO] when it is necessary to use a time-constrained DMP).

The MDMP outlined in the 1993 publication of FM (field manual) 101-5, Command and Control for Commanders and Staff "Draft," is the basis of the processes described in this task analysis. At the time of writing this analysis (August 1996), the Command and General Staff College, proponent for FM 101-5, Command and Control for Commanders and Staff, was in the process of rewriting the draft manual. This function analysis recognizes the decision by the Commanding General, Combined Arms Center, that there is only one MDMP and that commanders in the field will have to modify the single process based on situation constraints. The authors coordinated continuously with the Command and General Staff College to ensure that the doctrine reflected in this analysis is accurate and current. However, information reflected in the recently published FM 101-5 (31 May 1997) will most likely require minor modification of this analysis. The currency of this analysis will also be affected by changes to unit capabilities such as the additional technology (e.g., information systems) now in different stages of fielding.

This analysis also reflects current and emerging Army doctrine based on FM 71-3, The Armored and Mechanized Infantry Brigade, January 1996, and its portrayal of the DMP. The MDMP outlined in the 1993 publication of FM 101-5 "Draft" is the basis of the processes described in this task analysis. Planning associated with the development of a FRAGO is discussed in both BF 19, Direct and Lead the Battalion During Preparation for the Battle, and BF 20, Direct and Lead the Battalion During Execution of the Battle.

The MDMP performed under time constraints has been addressed for each task. Although these procedures can be used under any planning circumstances, they most commonly would be used by the battalion commander and staff when time for planning is short (such as when faced with the need to issue a FRAGO during the battle). As will be seen, the portrayal of the performance of the MDMP under time constraints does not omit steps, but instead recommends procedures to reduce the time required to conduct planning.

The first task listed in this analysis reflects that there are operational requirements that must be met outside of those major demands put on the battalion to rapidly and effectively produce an order. This task was developed based on a scenario which has the battalion deployed forward in the battle area, in direct support of a heavy brigade, not yet in contact, but occupying forward assembly areas and anticipating immediate receipt of a division OPORD.

An effort was made to identify specific task titles taken directly from the appropriate Army Training and Evaluation Program-Mission Training Plan (ARTEP-MTP). The wording of each task in this analysis is sometimes a direct quote from the MTP. Generally, the wording of the tasks is an integration of tasks and requirements derived from ARTEP-MTPs, applicable field manuals (FMs), and other related documents. Those tasks not taken from the ARTEP-MTPs are: a) derived titles that may apply only to part of an ARTEP-MTP subtask or some other element of the ARTEP-MTP; b) multiple subtasks from several different, but related, tasks; c) tasks that are not directly stated in the ARTEP-MTP, but are implied by other tasks or requirements in an applicable FM or other related document; d) tasks derived from Center for Army Lessons Learned (CALL) publications; e) tasks developed during coordination visits with TRADOC proponent schools, FORSCOM units, and the Combat Training Centers (CTCs); or, f) performance requirements considered necessary based on experience of the analyst.

The analysis includes digital tasks extracted from the appropriate ARTEP-MTP. These tasks are, in some cases, superseded by introduction of new versions of automated systems (e.g., IFSAS (improved fire support automation system)/AFATDS (advanced field artillery tactical data system)). The documentation of procedures related to new systems has not been approved or included in the training development database. Tasks related to superseded systems have been included to facilitate revisions as further documentation becomes available. A requirement for minor modifications of this analysis is anticipated when the new ARTEP 6-115-MTP is published.



## **PURPOSE AND OUTCOMES**

This component identifies what the BF is supposed to accomplish overall, which we term as the purpose. This component also identifies the endstates or bottom line results necessary to achieve the purpose, which we term outcomes. As a consequence, this component of the analysis defines the endstates that performance of the tasks will accomplish.

### **PURPOSE**

Provide direction and guidance to all elements of the direct support field artillery battalion in the form of orders.

### **OUTCOMES**

1. Complete, concise, feasible, suitable, acceptable, and tactically sound direct support field artillery battalion orders that conform to doctrinal standards are issued.
2. Direct support field artillery battalion orders and verbal orders are received and understood by key participants in 1/3 of the available time.
3. Sufficient hard copies of battalion orders and all key accompanying documents are received by key personnel and units in accordance with tactical standing operating procedures (TSOP).
4. The direct support field artillery battalion continues command and control and executes fires, when needed, during the brigade planning process.

## FLOW CHARTS

This component provides a graphical/pictorial description of BF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purposes of this component are: to describe the flow of tasks during each battle phase; to describe vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other BF tasks for the echelon being analyzed); and to depict information input and output which affect each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is described by the echelon on the left of the flow chart; a horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is thicker than all other echelon horizontal lines.

Tasks from the BF task list are applied to the echelon line in the sequence in which they occur. The tasks are depicted in a task box. Inside and to the upper left of each task box is placed the task number of the appropriate task as listed in the task list.

The linkages of tasks, both vertically and horizontally, are depicted with lines. Arrowheads are placed on lines to depict linkages or interaction with other tasks. The linkage or interaction between these tasks is detailed in the task list.

Figure 1 illustrates the battalion (Bn) or battalion task force (Bn TF) task contributing to or otherwise supporting the brigade (Bde) task.

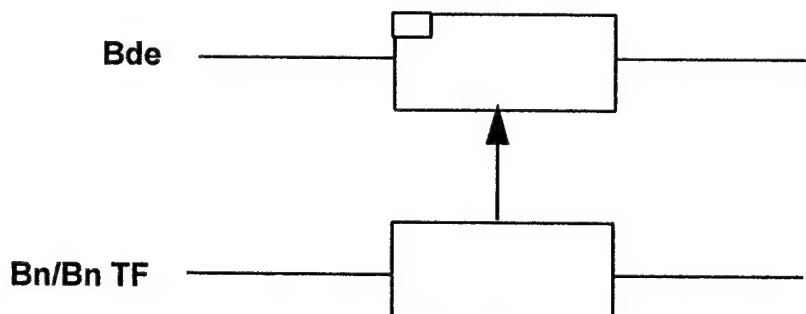


Figure 1. Depiction of a task contributing to the accomplishment of another task.

Lines with no arrowheads reflect a task and its subordinate (sub)task. Figure 2 illustrates this association.

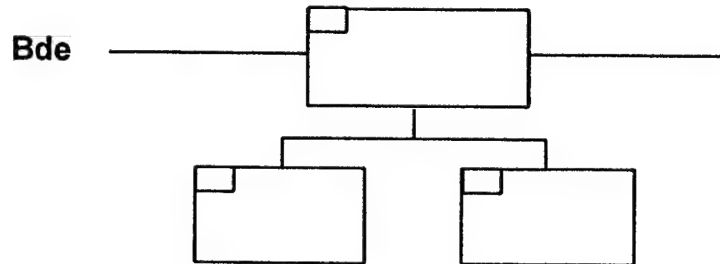


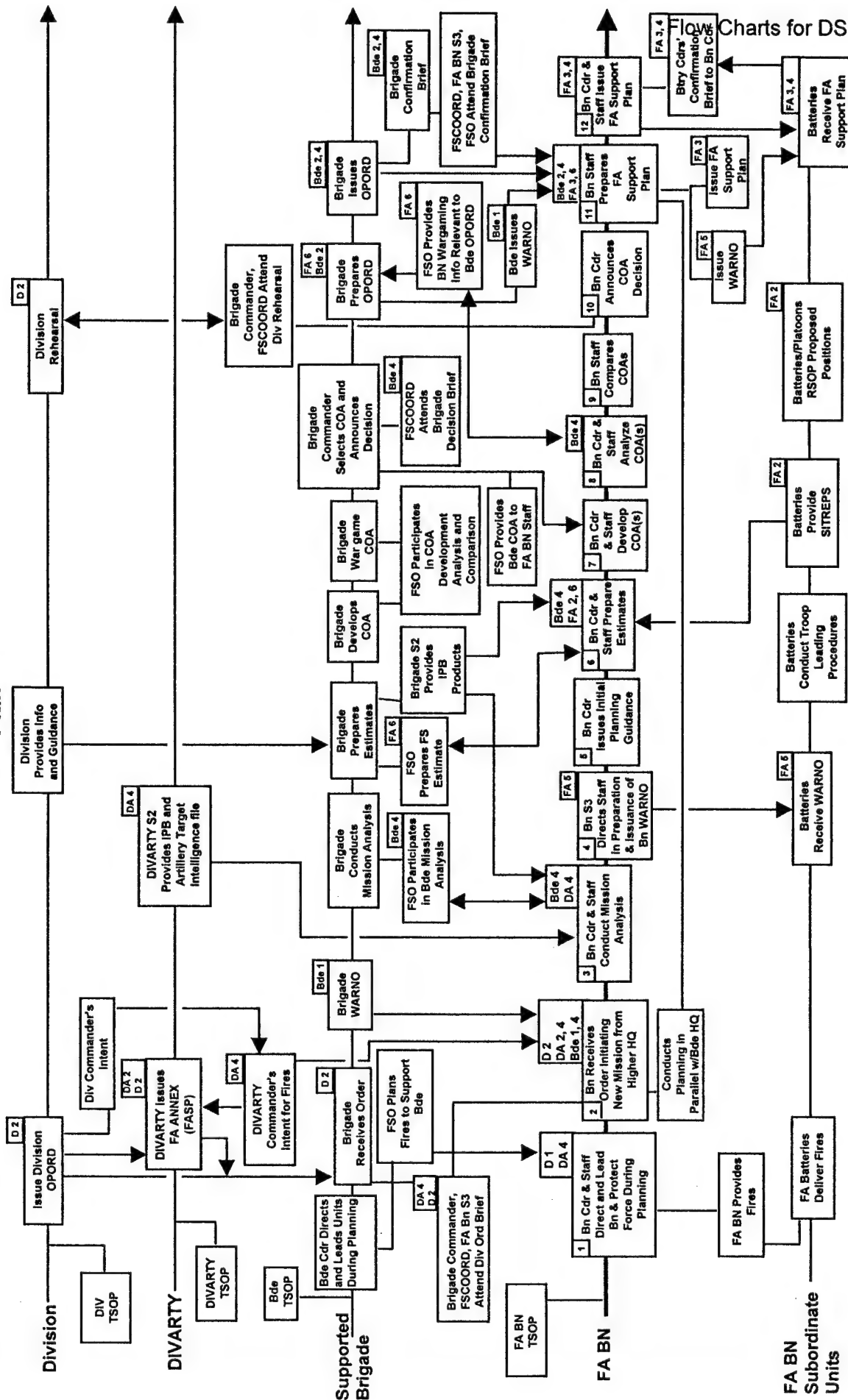
Figure 2. Depiction of the relationship between tasks and subtasks.

Inputs and/or outputs, as contained in the "Key Inputs and Outputs" component (section 5) of this BF function analysis (FA), are also reflected on the flow charts. The relevant input and/or output letter listed in the "Key Inputs and Outputs" component is listed in a box on the outside upper right of the task. Relevant information input for each task is depicted to demonstrate information which is required to perform the task; output information is that which is produced as a result of performing the task. Figure 3 illustrates how information input and output are depicted.



Figure 3. Depiction of placement of the box reflecting information input and output.

# Task Flow Plan



Charts for DS FA BN BF 18

## TASK LINKAGES TO OTHER BF's/UNITS

This component links the tasks performed as a part of this function with the tasks performed in other BFs or by other units. The purpose of this component is to allow the trainer or training developer to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extrapolated for BFs/type units for which FAs have not been accomplished. For tasks extracted from published BF FAs, the task number is provided.

### TASKS

1. **The battalion commander and staff direct and lead the battalion and protect the force during planning.**

### LINKS TO OTHER BF's/UNITS

Brigade BF 18, Task 1.

- The brigade (Bde) fire support element (FSE) section establishes fire support operations.
- Plans fires in support of the Bde command post (CP).
- Directs and monitors fires in support of brigade operations, particularly the reconnaissance and counter-reconnaissance operations.
- Supervises execution of fire support plan.
- Conducts fire support coordination in support of ground operations.

BF 15, Task 1.

- Sustain and protect the force during planning.
- The Bde fire support officer (FSO) with support from the Bde FSE, initiates quick fire planning to ensure that Bde units are protected during the planning process.
- The Bde commander (Cdr) provides fire support guidance to the Bde FSO to focus quick fire planning.
- The Bde FSO determines fire support assets available.
- The Bde FSO prepares the quick fire plan based on the Bde scheme of maneuver, Bde Cdr's guidance, and assets available.
- The Bde fire support coordinator (FSCOORD), if available, reviews the quick fire plan and, as required, provides direction to the Bde FSO on modifications.
- The Bde FSO briefs the quick fire plan to the Bde Cdr for approval.

- The Bde FSO disseminates the approved quick fire plan (and its products).
- The Bde FSO coordinates the quick fire plan with battalion task force (Bn TF) FSOs, fire support teams (FIST), and all elements which will implement the quick fire plan coordination.
- The Bde FSO informs the Bde Cdr when Bde units and units providing fire support to the Bde are ready to execute the quick fire plan.
- The Bde S3, Bde FSO, and FSCoord monitor, plan, and direct activities to ensure that fire support units and systems are protected.

Forward Support Battalion (FSB) BF 18, Task.

- FSB staff conducts fire support planning for the brigade support area (BSA).

2. **The battalion receives an order initiating a new mission from higher headquarters.**

Brigade BF 15, Task 2.

- The FSCoord, Bde FSO, Bde air liaison officer (ALO), and brigade naval gunfire liaison officer (NGLO) meet with the division artillery (DIVARTY) Cdr, DIVARTY S3, representative from the division FSE, division ALO, and division, air and naval gunfire liaison team to receive fire support information.

Brigade BF 18, Task 2.

- The Bde Cdr and designated personnel, based on standing operating procedures (SOP) (e.g., FSCoord, Engineer [Engr] Bn Cdr, Bde S3 and Bde FSO), attend the division orders brief. [AN (author note)]
- Brigade FSO gathers information for the fire support estimate.

3. **The battalion commander and staff conduct mission analysis.**

Brigade BF 18, Task 3.

- The Bde FSO performs mission analysis.

Brigade BF 18, Task 4.

- The Bde executive officer (XO) directs the staff in the preparation and issuance of a Bde warning order (WARNO).

Brigade BF 18, Task 11.

- The Bde staff prepares an operations order (OPORD).

Division BF 15/18.

- Deep battle operations plan and deep fires are coordinated with the Bde deep battle plan and fire support.

4. **The battalion S3 directs the staff in the preparation and issuance of a battalion warning order.**
5. **The battalion commander issues initial planning guidance.**
6. **The battalion commander and staff prepare estimates.**

FA Battalion BF 1, Task.

- The battalion S2 prepares the intelligence estimate.

Brigade BF 18/2, Task 6.

- The Bde S2 prepares paragraphs 1-4 of the intelligence estimate (for detailed description of S2 estimate development refer to Bde BF 1, Conduct Intelligence Planning).

FA Battalion BF 25, Task.

- The battalion S3 section prepares staff estimates relative to operations security.

7. **The battalion commander and staff develop course(s) of action.**

Brigade BF 18, Task 7.

- The Bde S3, with guidance from the Bde XO, leads the staff through course of action (COA) development, considers terrain management during development of COA, and assists in positioning of fire support assets.
- The Bde targeting team, lead by the Bde

FSO, allocates FA assets into each S3 COA.

**8. The battalion commander and staff analyze course(s) of action.**

Brigade BF 18, Task 8.

- Lethal and nonlethal fires planned in the Bde deep battle.
- Lethal and nonlethal fires synchronized to shape the Bde's close battle.
- Lethal and nonlethal fires planned and synchronized to support Bde reconnaissance and surveillance (R&S) operations.
- Lethal and nonlethal fires planned and synchronized to support Bde offensive operations.
- Lethal and nonlethal fires planned and synchronized to support Bde defensive operations.
- Lethal and nonlethal fires planned and synchronized to provide time and assist Bde units in their consolidation (of objectives, of positions) and reorganization.
- Fire support assets allocated to provide support to the rear battle and defense of Bde rear area units.
- Factors that allow the development of an observer plan which assigns responsibilities to target acquisition systems and observers for the employment of indirect fires against designated targets.
- Determination of fire support control measures (FSCM) to support the synchronization of indirect fires.

Brigade BF 15, Task.

- The Bde targeting cell conducts target value analysis (TVA) and recommends high-payoff targets (HPT).



- |  |   |
|--|---|
| 9. <b>The battalion staff compares courses of action.</b>                          | Brigade BF 18, Task 9. <ul style="list-style-type: none"><li>- The Bde FSO develops a COA decision matrix and completes a comparison and states the COA that best supports the Bde operation from the fire support standpoint.</li></ul>  |
| 10. <b>The battalion commander announces the course of action decision.</b>        | Brigade BF 18, Task 11. <ul style="list-style-type: none"><li>- The Bde FSO develops the fire support (FS) paragraph of the Bde OPORD and the FS plan.</li><li>- These documents are the basis of the old field artillery support plan (FASP).</li></ul><br>Brigade BF 15, Tasks 9, 10, 11. <ul style="list-style-type: none"><li>- The Bde FSO develops the Bde FS plan. When the FASP is received, it becomes an appendix to the Bde FS plan.</li></ul> |
| 11. <b>The battalion staff prepares a field artillery support plan.</b>            | Brigade BF 18, Task 11. <ul style="list-style-type: none"><li>- The Bde FSO/FSO section develops the fire support plan.</li><li>- The Bde FSO incorporates fire support into the OPORD.</li></ul>   |
| 12. <b>The battalion commander and staff issue a field artillery support plan.</b> |   |

## KEY PARTICIPANTS BY TASK

This component identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit table of organization and equipment (TOE) and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this component is to help commanders and trainers to identify the training audience required for a training event.

### TASKS

### PARTICIPANTS

- |   |  |
|---|--|
| <p>1.     <b>The battalion commander and staff direct and lead the battalion and protect the force during planning.</b></p> | <p>Direct support (DS) field artillery (FA) Bn Cdr, DS FA Bn XO, DS FA Bn command sergeant major (CSM), DS FA Bn S2, DS FA Bn S2 section, DS FA Bn senior Intelligence (Intel) noncommissioned officer (NCO), DS FA Bn S3, DS FA Bn S3 section, DS FA Bn S3 operations (Opns) sergeant (Sgt), DS FA Bn chemical officer (CMLO), DS FA Bn fire direction center (FDC) section, DS FA Bn Bde FSO, DS FA Bn Bde FSE, DS FA Bn S1, DS FA Bn S1 section, DS FA Bn personnel services NCO (PSNCO), DS FA Bn chaplain, DS FA Bn surgeon/physician's assistant (PA), DS FA Bn medical section, DS FA Bn S4, DS FA Bn S4 section, DS FA Bn S4 NCO in charge (NCOIC), DS FA Bn signal officer (Bn SO), DS FA Bn headquarters and headquarters battery (HHB) Cdr.</p> |
| <p>2.     <b>The battalion receives an order initiating a new mission from higher headquarters.</b></p>                     | <p>DS FA Bn Cdr, DS FA Bn XO, DS FA Bn S2, DS FA Bn S2 section, DS FA Bn senior Intel NCO, DS FA Bn S3, DS FA Bn S3 section, DS FA Bn S3 Opns Sgt, DS FA Bn CMLO, DS FA Bn FSO, DS FA Bn FSE, DS FA Bn S1, DS FA Bn S1 section, DS FA Bn PSNCO, DS FA Bn chaplain, DS FA Bn surgeon, DS FA Bn S4, DS FA Bn S4 section, DS FA Bn senior supply Sgt, and DS FA Bn SO.</p>  |

3. **The battalion commander and staff conduct mission analysis.** DS FA Bn Cdr, DS FA Bn XO, DS FA Bn S2, DS FA Bn S2 section, DS FA Bn senior Intel NCO, DS FA Bn S3, DS FA Bn S3 section, DS FA Bn CMLO, Bde FSO, Bde FSE, DS FA Bn S1, DS FA Bn S1 section, DS FA Bn PSNCO, DS FA Bn chaplain, DS FA Bn surgeon, DS FA Bn S4, DS FA Bn S4 section, DS FA Bn senior supply Sgt, DS FA Bn SO.
4. **The battalion S3 directs the staff in the preparation and issuance of a battalion warning order.** DS FA Bn S2, DS FA Bn S3, DS FA Bn S3 section, DS FA Bn S3 Opns Sgt, Bde FSO, DS FA Bn S1, DS FA Bn S4, DS FA Bn SO.
5. **The battalion commander issues initial planning guidance.** DS FA Bn Cdr, DS FA Bn S2, DS FA Bn S3, DS FA Bn Opns Sgt, DS FA Bn CMLO, Bde FSO, DS FA Bn S1, DS FA Bn chaplain, DS FA Bn surgeon, DS FA Bn S4, DS FA Bn SO.
6. **The battalion commander and staff prepare estimates.** DS FA Bn Cdr, DS FA Bn XO, DS FA Bn S2, DS FA Bn S2 section, DS FA Bn senior Intel NCO, DS FA Bn S3, DS FA Bn S3 section, DS FA Bn Opns Sgt, DS FA Bn CMLO, Bde FSO, Bde FSE, DS FA Bn S1, DS FA Bn S1 section, DS FA Bn PSNCO, DS FA Bn chaplain, DS FA Bn surgeon, DS FA Bn S4, DS FA Bn S4 section, DS FA Bn senior supply Sgt, DS FA Bn SO, DS FA Bn ammunition officer (BAO), DS FA Bn fire direction officer (FDO).
7. **The battalion commander and staff develop course(s) of action.** DS FA Bn Cdr, DS FA Bn XO, DS FA Bn S2, DS FA Bn S2 section, DS FA Bn senior Intel NCO, DS FA Bn S3, DS FA Bn S3 section, DS FA Bn Opns Sgt, DS FA Bn CMLO, Bde FSO, Bde FSE, DS FA Bn S1, DS FA Bn S1 section, DS FA Bn PSNCO, DS FA Bn chaplain, DS FA Bn surgeon, DS FA Bn S4, DS FA Bn S4 section, DS FA Bn senior supply Sgt, DS FA Bn SO.
8. **The battalion commander and staff analyze course(s) of action.** DS FA Bn Cdr, DS FA Bn XO, DS FA Bn S2, DS FA Bn S3, DS FA Bn CMLO, Bde FSO, DS FA Bn S1, DS FA Bn S4, DS FA Bn SO.
9. **The battalion staff compares courses of action.** DS FA Bn Cdr, DS FA Bn XO, DS FA Bn S2, DS FA Bn S3, DS FA Bn CMLO, Bde FSO, DS

- FA Bn S1, DS FA Bn chaplain, DS FA Bn surgeon, DS FA Bn S4, DS FA Bn SO.
10. **The battalion commander announces the course of action decision.** DS FA Bn Cdr, DS FA Bn XO, DS FA Bn S2, DS FA Bn S3, DS FA Bn CMLO, Bde FSO, DS FA Bn S1, DS FA Bn chaplain, DS FA Bn surgeon, DS FA Bn S4, DS FA Bn SO.
11. **The battalion staff prepares a field artillery support plan.** DS FA Bn XO, DS FA Bn S2, DS FA Bn S2 section, DS FA Bn senior Intel NCO, DS FA Bn S3, DS FA Bn S3 section, Bde FSO, Bde FSE, DS FA Bn targeting officer, DS FA Bn S1, DS FA Bn S1 section, DS FA Bn PSNCO, DS FA Bn chaplain, DS FA Bn surgeon, DS FA Bn S4, DS FA Bn S4 section, DS FA Bn senior supply Sgt, DS FA Bn SO.
12. **The battalion commander and staff issue a field artillery support plan.** DS FA Bn Cdr, DS FA Bn XO, DS FA Bn S2, DS FA Bn S2 section, DS FA Bn senior Intel NCO, DS FA Bn S3, DS FA Bn S3 section, DS FA Bn Opns Sgt, DS FA Bn CMLO, Bde FSO, Bde FSE, DS FA Bn S1, DS FA Bn S1 section, DS FA Bn PSNCO, DS FA Bn chaplain, DS FA Bn surgeon, DS FA Bn S4, DS FA Bn S4 section, DS FA Bn senior supply Sgt, DS FA Bn SO.

## **KEY INPUTS AND OUTPUTS**

This component identifies critical input information required by participants to successfully accomplish the BF. Where information results from the performance of the BF tasks, BF information output will be identified. One BF's information output normally is provided as another BF's input. Critical input and output information is organized by the specific part of the doctrinal product or the means used to communicate the information. The orders' content reflected below is based on information obtained during the revision of the 1993 draft of FM 101-5. The orders outlines have been expanded to facilitate development of material to support unit training. The source of critical information identified is specific only to the BF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The purpose of this component is to identify information required to drive a training exercise for this BF as performed by this echelon.

The DS FA Bn commander performs two roles. The first is as the commander of the DS FA Bn. The second is as the brigade FSCOORD. The DS FA Bn commander performs tasks for both roles. The tasks performed in support of his role as the brigade FSCOORD are contained in the task analysis of Brigade BF 15, Coordinate, Synchronize, and Integrate Fire Support. The tasks contained in Brigade BF 15 relative to the brigade FSCOORD role are therefore inherently linked to this BF. Although Brigade BF 15 tasks are not contained here, they are fully applicable and necessary to define all tasks the DS FA Bn commander is responsible for performing. The DS FA Bn commander must position himself where he can best perform tasks in both roles.

### **KEY INPUTS**

#### **D - 1          DIVISION WARNING ORDER (WARNO)**

- a.      Mission, intent, and division commander's critical information requirements (CCIR).
- b.      Area of operations (AO).
- c.      Enemy situation.
- d.      Task organization.
- e.      Earliest time of movement.
- f.      Division deep operations.
- g.      Graphics (e.g., fire support, maneuver, obstacles, airspace coordination areas [ACAs]).
- h.      Assets available for collection of information and intelligence.
- i.      Projected task organization and support relationship for fire support units

and target acquisition assets.

**D - 2      DIVISION OPERATIONS ORDER (OPORD)**

- a.      Task organization.
  - 1)      FA battalions, batteries, and target acquisition assets.
  - 2)      Collection assets.
  - 3)      ALO elements.
  - 4)      Air and naval gunfire liaison company (ANGLICO) elements.
- b.      Situation.
  - 1)      Division CCIR, division information requirements (IR).
  - 2)      Enemy COAs and time-lines.
  - 3)      Weather and terrain.
  - 4)      Enemy fire support capabilities (lethal, nonlethal).
  - 5)      Enemy air defense artillery (ADA) capability.
  - 6)      Enemy air corridors.
- c.      Mission.
- d.      Execution.
  - 1)      Division commander's intent.
  - 2)      Concept of the operation.
    - a)      Scheme of maneuver.
    - b)      Fires paragraph.
    - c)      Counter-air operations.
    - d)      Intelligence and division joint targeting board information.
    - e)      Electronic warfare (EW) operations.
    - f)      Deception operations.

- g) Battle handover from division to brigade.
- h) Brigade AO.
- i) Division main effort, supporting efforts.
- 3) Tasks to division units.
  - a) Fire support.
    - (1) Air support and close air support (CAS) allocations.
    - (2) Chemical support.
    - (3) FA support.
    - (4) Naval surface fires (NSF) support.
    - (5) Fire support instructions, including FSCM.
  - b) Air defense and ADA coverage.
  - c) Nuclear, biological, and chemical (NBC) defense.
  - d) Combat engineer and engineering support.
  - e) Intelligence and electronic warfare (IEW) support.
  - f) Military police (MP) support.
  - g) Aviation support (attack, observation/target acquisition/cargo).
  - h) Directed obstacles.
- 4) Coordinating instructions.
  - a) Army airspace command and control (A2C2) guidance and instructions (air corridors).
  - b) Rules of engagement (ROE).
  - c) Risk assessment.
  - d) Time-lines (e.g., mission, turn in of requests for air tasking order [ATO] input, and additional fire support).
  - e) Air defense warning system, weapons control status.

- e. Service support.
  - 1) Controlled supply rate (CSR) and required supply rate (RSR).
  - 2) Priorities (by all classes).
  - 3) Supply distribution.
- f. Command and signal.
  - 1) Division signal nodes, locations, and networks.
  - 2) Locations for division commander, command group, and CPs.
- g. Annexes.
  - 1) Intelligence annex.
    - a) Event template/matrix.
    - b) Information/intelligence collection plan.
  - 2) Fire support annex.
    - a) High-payoff target list (HPTL).
    - b) Fire support execution matrix (FSEM).
    - c) Restrictions on use of radars.
    - d) Target lists.
    - e) Schedules of fire.
    - f) Target attack guidance, spread sheets, and target sheets.
    - g) Defeat criteria.
    - h) Priorities for control of fire support.
    - i) Fires in the brigade zone planned by division.
    - j) ALO and ANGLICO task organization.
    - k) Ammunition allocation of special munitions (e.g., precision guided munitions [PGM], family of scatterable mines [FASCAM]).



- l) Ammunition constraints (e.g., CSR, RSR).
- m) Artillery units tasked as general support (GS) and general support reinforcing (GSR) to the brigade.
- n) Allocation of meteorological support assets.
- o) Division target data.
- p) Allocation of survey support.
- q) Allocation of radar support.
- r) Division radar zones.
- s) Division counter fires plan.
- 3) Logistics annex.
  - a) Locations of division and higher combat service support (CSS) nodes and routes.
  - b) Brigade requirements to provide CSS to divisional units in brigade AO.
- 4) Graphics.
  - a) Named areas of interest (NAI).
  - b) Targeted areas of interest (TAI).
  - c) Maneuver.
  - d) Modified combined obstacle overlay (MCOO).
  - e) FSCM.
- 5) Decision support template (DST).
- 6) ATO.
  - a) Identification of headquarters responsible for publication of the ATO.
  - b) Submission timelines for pre-planned requests.
  - c) Air assets available (United States Air Force (USAF), United States Navy (USN), United States Marine Corps

(USMC), Allied).

- 7) Army aviation annex.
- 8) Mobility, countermobility, and survivability annex.
- 9) A2C2 annex.
  - a) Division commander's airspace priorities.
  - b) Battlespace the brigade is responsible for.
    - (1) Vertical limits.
    - (2) Left and right limits.
    - (3) Front and rear limits.
  - c) Airspace users.
    - (1) Army aviation.
    - (2) USAF.
    - (3) USN.
    - (4) USMC.
    - (5) Remotely piloted vehicles (RPV) and unmanned aerial vehicles (UAV).
    - (6) Fire support.
    - (7) ADA.
  - d) Requirements for the users of airspace.
    - (1) Combat.
    - (2) Combat support (CS).
    - (3) CSS.
  - e) Positive and procedural A2C2 control measures imposed by division.

- a. Division targeting process.
- b. Time requirements for submission of reports and requests.
- c. Liaison officer (LNO) procedures and responsibilities.
- d. Target numbering system.
- e. Orders process (including products developed).
- f. Laser pulse repetition frequency code distribution.
- g. Command post (CP) organization and operation.
- h. Army airspace command and control (A2C2) operations.
- i. Communication system distribution and operation (local area network [LAN], wide area network [WAN]).
- j. Attachment and detachment procedures.
- k. Division deep battle operations.
- l. Division intelligence and information dissemination procedures and systems.
- m. Division rehearsal procedures.
- n. Fratricide countermeasures and clearance of fires procedures.

**DA - 1**

**DIVISION ARTILLERY (DIVARTY) WARNO**

- a. Mission, intent, and commander's critical information requirements (CCIR) of DIVARTY commander.
- b. Area of operations (AO).
- c. Enemy situation.
- d. Earliest time of movement.
- e. Division deep operations.
- f. Graphics (e.g., fire support, maneuver, obstacles, airspace coordination areas [ACAs]).
- g. Assets available for collection of information and intelligence.

- h. Projected task organization and support relationship for fire support units and target acquisition assets.
- i. Type of fire support munitions available, including controlled supply rate (CSR) and required supply rate (RSR).

**DA - 2**

**DIVARTY OPORD**

- a. Task organization.
  - 1) FA battalions, batteries, and target acquisition assets.
  - 2) Collection assets.
- b. Situation paragraph.
- c. Mission paragraph.
- d. Execution paragraph - division artillery commander's intent and CCIR.
  - 1) Concept of the operation.
  - 2) Organization for combat.
  - 3) Coordinating instructions.
    - a) Target acquisition.
    - b) Survey.
    - c) Automated fire control.
    - d) HPTL.
    - e) Attack guidance.
    - f) NBC defense.
    - g) Meteorology.
    - h) LNO requirements.
    - i) Fire plan.
    - j) FSCM.
    - k) Priority intelligence requirements (PIR)/IR.

- l) Intelligence acquisition tasks.
  - m) Ammunition restrictions.
  - n) Anti-fratricide measures that are not SOP.
- e. Service support.
  - 1) CSR/RSR.
  - 2) Priorities (by all classes).
  - 3) Supply distribution.
- f. Command and signal.

**DA - 3**

**DIVARTY TSOP**

- a. Succession of command.
- b. CP organization and operation.
- c. Orders process (including products developed).
- d. Automated fire control procedures.
- e. LNO procedures and responsibilities.
- f. Alarms and warning procedures.
- g. Fixed call signs and code words.
- h. Road march procedures.
- i. Assembly area operations.
- j. Operations security (OPSEC) and security measures.
- k. A2C2 operations.
- l. Communication system distribution and operations (LAN, WAN).
- m. Time requirements for submission of reports and requests.
- n. Target numbering system.
- o. Laser pulse repetition frequency code distribution.

- p. Attachment and detachment procedures.
- q. Logistics operations.
- r. Division targeting team activities and targeting process.
- s. Information management procedures (e.g., dissemination, logs, and journals).
- t. DIVARTY rehearsal procedures.
- u. Fratricide countermeasures and clearance of fires procedures.
- v. CP standing operating procedures (SOPs).

**DA - 4**

**GUIDANCE AND INFORMATION FROM THE DIVARTY  
COMMANDER AND STAFF**

- a. Intelligence products from division artillery S2.
  - 1) Enemy artillery capabilities (e.g., ranges, system types, systems capabilities).
  - 2) DIVARTY intelligence preparation of the battlefield (IPB).
  - 3) Enemy NBC capabilities.
  - 4) Enemy air defense capabilities.
  - 5) Location and composition of enemy obstacles.
  - 6) Enemy air routes.
  - 7) Enemy air assets availability.
  - 8) Known and suspected enemy locations.
  - 9) Enemy order of battle (OB) (e.g., size, type, strength) for enemy units the brigade is expected to encounter.
  - 10) Terrain analysis of battlespace (mobility corridors, avenues of approach).
  - 11) Templates (situation, event).
  - 12) Weather.
  - 13) DIVARTY information collection systems and sensors availability.

- b. Situation reports (SITREPs) from DIVARTY S3.
- c. Commander's target attack criteria from brigade commander.
- d. Fire support plan and target list, HPTs, FSCM, and FSEM from DIVARTY S3.
- e. Maintenance, transportation, and supply updates from DIVARTY S4.
- f. DIVARTY CSS information.
  - 1) Current and projected classes of supply status for fire support units.
  - 2) Current and projected maintenance status of fire support and collection systems.
  - 3) Class (CL) V availability and resupply status.
  - 4) Task organization of CSS assets to fire support units.
  - 5) Transportation assets and capabilities to support fire support units.
  - 6) RSR, CSR.
  - 7) Status of main supply route (MSR) and alternate supply routes (ASR).
  - 8) Status and locations of CSS nodes.

**Bde - 1      BRIGADE (Bde) WARNO**

- a. Mission, intent, and CCIR of Bde commander.
- b. Graphics.
- c. Type of fire support munitions available, including CSR and RSR.
- d. Enemy situation.
- e. Assets available for collection of information and intelligence.
- f. Task organization.

**Bde - 2      BDE OPORD**

- a. Five paragraph order.

- 1) Division commander's intent and CCIR.
  - 2) Bde commander's intent and CCIR.
  - 3) Written concept of the operation.
    - a) Maneuver.
    - b) Fires.
    - c) Intelligence.
  - 4) Designation of routes, axes, areas, sectors, or battle positions.
  - 5) Designation of main and supporting efforts.
  - 6) Coordinating instructions.
  - 7) PIR, IR.
  - 8) Task organization and effective times.
  - 9) Security force operations and battle handoff.
  - 10) Communications and frequency hopping.
  - 11) Rehearsal schedule (if appropriate).
  - 12) OPSEC requirements.
  - 13) Mission timelines.
- b. Intelligence annex and overlays.
- 1) Situation template (SIT TEMP).
  - 2) Terrain analysis.
  - 3) Weather analysis.
  - 4) PIR.
  - 5) Reconnaissance and surveillance (R&S) plan.
  - 6) Event template.
  - 7) Modified combined obstacle overlay (MCOO).



- 8) Named areas of interest (NAIs) and target areas of interest (TAIs).
- 9) Intelligence acquisition tasks.
- c. Fire support annex, five paragraphs of the OPORD (base order), or both.
  - 1) Commander's guidance for fire support.
  - 2) Target list. (Appendix [App.])
  - 3) Fire support execution matrix (FSEM). (App.)
  - 4) Schedule of fires. (App.)
  - 5) HPTs.
  - 6) Priority of fires, by unit and target (FSEM).
  - 7) FSCMs (para. 4, base order).
  - 8) Concept of fires.
  - 9) Close air support (CAS) (air tasking order [ATO]).
  - 10) FA support.
  - 11) Naval surface fires (NSF) support.
  - 12) Target acquisition plan (tab to field artillery support plan [FASP]).
  - 13) Observer plan (non-doctrinal tool).
  - 14) Target refinement cutoff time.
  - 15) Survey plan (tab to FASP)
  - 16) FASP (App).
- d. Engineer annex and overlays.
  - 1) Time schedule for use of engineer assets.
  - 2) Bde commander's priority for engineer support (obstacles, survivability positions, use of engineer assets).
  - 3) Family of scatterable mines (FASCAM) targets, employment, and criteria.

- 4) Execution matrix for obstacles.
  - 5) Obstacles (division directed, Bde directed, locations, responsibility for emplacing, and emplaced obstacles).
  - 6) Resource requirements.
  - 7) Engineer linkup with maneuver units, FA units (as appropriate).
  - 8) Countermobility and survivability timelines.
  - 9) Class (CL) IV and V (obstacle) distribution plan.
- e. Operations overlay.
- 1) Maneuver scheme and concept of the operation.
  - 2) Maneuver control measures.
  - 3) Objectives.
  - 4) Main and supporting efforts.
  - 5) Employment of reserves.
  - 6) R&S operations.
  - 7) Force protection operations.
  - 8) FSCMs.
  - 9) Movement plan.
- f. Administrative and logistics annex and overlay.
- 1) Location and disposition of the brigade support area (BSA).
  - 2) Combat service support (CSS) overlays with critical information about:
    - a) Main supply route (MSR) and alternate supply routes (ASRs).
    - b) Locations (current and planned) for supply points.
    - c) Medical positions (casualty collection points, ambulance transfer points [ATPs], aid station locations).

- d) Logistic release points (LRPs).
  - e) Maintenance unit locations.
- 3) CSR.
- 4) Transportation plan and schedule.
- 5) Logistics priorities and allocation of supplies, by unit and type of support and supplies.
- 6) Maintenance timelines.
- 7) Maintenance priorities by unit, type of weapons system, vehicle, and equipment.
- 8) Established controlled exchange procedures.
- 9) Medical evacuation (MEDEVAC) plan.
- 10) Personnel plan.
- g. Air defense annex.
  - 1) Concept of air defense operations.
  - 2) Active air defense guidance.
  - 3) Passive air defense guidance.
  - 4) Air defense warning (ADW) system.
- h. NBC defense operations annex and graphics.
  - 1) Enemy NBC capabilities.
  - 2) Known and suspected contaminated areas.
  - 3) Operation exposure guide (OEG).
  - 4) Mission oriented protective posture (MOPP) guidance.
  - 5) Decontamination sites.
- i. Electronic warfare (EW) annex.
  - 1) Concept of operation (offensive and defensive).

- 2) Tasks to subordinate and supporting units.
- 3) Coordinating instructions.
- j. A2C2 annex.
  - 1) Commander's guidance for A2C2.
  - 2) Tasks to supporting air traffic control (ATC) organizations.
  - 3) Air defense artillery (ADA) warnings, weapons control status (WCS), and rules of engagement (ROE).
  - 4) Rules of flight.
  - 5) Coordinating altitudes.
  - 6) Liaison.
  - 7) Friendly and hostile aircraft data.
  - 8) Routes and corridors.
  - 9) Restricted areas.
  - 10) FSCMs (ACAs, etc.)
- k. Army aviation annex.
  - 1) Aviation concept of operation.
  - 2) Joint air attack team (JAAT) guidance.
  - 3) Suppression of enemy air defenses (SEAD).
  - 4) Timeline for Army aviation operations.
- l. Signal operations annex.
  - 1) Concept of signal operations (including priorities).
  - 2) Tasks to subordinate and supporting signal units and elements.
  - 3) Coordinating instructions.
- m. Rear operations annex.
  - 1) Enemy threat (capabilities and levels).

- 2) Concept for rear area combat operations (RACO) and area damage control (ADC) including graphics.
  - 3) Tasks to subordinate and supporting units.
  - 4) Coordinating instructions.
    - a) RACO and ADC.
    - b) Civil-military.
    - c) FSCMs.
- n. Military police (MP) annex.
- 1) Concept of MP operations (including priorities).
  - 2) Tasks to subordinate units.
  - 3) Coordinating instructions.
    - a) Coordination and cooperation with civil authorities.
    - b) Rear operations.
    - c) Enemy prisoners of war (EPW) operations.
    - d) Law and order operations.
    - e) Battlefield circulation control (BCC).
- o. Civil affairs annex.
- 1) Concept for civil affairs (including priorities).
  - 2) Civil affairs tasks to subordinate and supporting units.
  - 3) Coordinating instructions.
- p. OPSEC annex.
- 1) Enemy capabilities.
  - 2) Concepts of OPSEC.
  - 3) Tasks to subordinate units.
  - 4) Countermeasures.

- 5) Counterintelligence (CI).
- 6) Coordinating instructions.
- q. Movements annex.
  - 1) MSRs.
  - 2) Routes and schedules.
  - 3) Traffic flow and control.
  - 4) Rest and refuel areas.
- r. Psychological operations (PSYOP) annex.
- s. Decision support template (DST).
  - 1) Enemy events, activities, and targets.
  - 2) Friendly events, activities, scheme of maneuver, and control measures (from synchronization matrix and operations overlay).
  - 3) CCIR.
  - 4) Estimates of time available to implement decisions which lead to critical decision requirements.
  - 5) Significant locations and events: (NAIs, time-phased lines [TPLs], decision points [DPs], TAIs, and triggers [event to cause action]).
- t. Synchronization matrix.
  - 1) Decision at each TPL.
  - 2) Enemy actions and activities.
  - 3) Friendly dispositions and actions.

**Bde - 3      BRIGADE TSOP**

- a. Succession of command.
- b. CP organization and operation.
- c. Orders process (including products developed).

- d. War-game procedures.
- e. LNO procedures and responsibilities.
- f. Alarms and warning procedures.
- g. Fixed call signs and code words.
- h. Road march procedures.
- i. Assembly area operations.
- j. OPSEC and security measures.
- k. A2C2 operations.
- l. Communication system distribution and operations (LAN, WAN).
- m. Time requirements for submission of reports and requests.
- n. Target numbering system.
- o. Laser pulse repetition frequency code distribution.
- p. Attachment and detachment procedures.
- q. Logistics operations.
- r. Brigade targeting team activities and targeting process.
- s. Information management procedures (e.g., dissemination, logs, and journals).
- t. Brigade rehearsal procedures.
- u. Fratricide countermeasures and clearance of fires procedures.
- v. CP SOPs.

**Bde - 4**

**GUIDANCE AND INFORMATION FROM THE BDE COMMANDER AND STAFF.**

- a. Intelligence products from Bde S2.
  - 1) Enemy artillery capabilities (e.g., ranges, system types, systems capabilities).
  - 2) Bde IPB.

- 3) Bde MCOO.
- 4) Enemy NBC capabilities.
- 5) Enemy air defense capabilities.
- 6) Location and composition of enemy obstacles.
- 7) Enemy air routes.
- 8) Enemy air assets availability.
- 9) Known and suspected enemy locations.
- 10) Enemy OB (e.g., size, type, strength) for enemy units the brigade is expected to encounter.
- 11) Terrain analysis of battlespace (mobility corridors, avenues of approach).
- 12) Templates (situation, event).
- 13) Weather.
- 14) Bde information collection systems/sensors availability.
- b. SITREPs from Bde S3.
- c. Deconfliction of terrain requirements from Bde XO.
- d. Commander's target attack criteria from Bde commander.
- e. Fire support plan and target list, HPTs, FSCMs, FSEM, and attack-guidance matrix (AGM) from brigade FSO and targeting team.
- f. Maintenance, transportation and supply updates from brigade S4.
- g. Bde obstacle plan from assistant brigade engineer (ABE).
- h. Bde CSS information.
  - 1) Current and projected classes of supply status for fire support units.
  - 2) Current and projected maintenance status of fire support and collection systems.
  - 3) CL V availability and resupply status.



- 4) Task organization of CSS assets to fire support units.
- 5) Transportation assets and capabilities to support fire support units.
- 6) RSR, CSR.
- 7) Status of MSR/ASR.
- 8) Status and locations of CSS nodes.

**FA - 1**

**FA BN TSOP**

- a. Battle command procedures.
  - 1) Succession of command.
  - 2) Alternate CPs.
  - 3) Displacement of CPs.
  - 4) CP security.
  - 5) Orders and plans.
  - 6) CP organization and layout and shifts.
  - 7) CP communications.
  - 8) Reports.
  - 9) Rehearsals.
    - a) FS rehearsals.
    - b) Technical rehearsals.
- b. Control procedures.
  - 1) LNO procedures.
  - 2) Brevity codes.
  - 3) Terrain index reference system.
  - 4) Recognition techniques.
  - 5) Signals.

- 6) Alarms and warnings.
- 7) Readiness conditions.
- 8) Fixed call signs.
- c. Tactical movements procedures.
  - 1) Hasty displacement.
  - 2) Survivability moves.
  - 3) Passage of lines.
- d. Assembly area procedures.
- e. Air defense procedures.
  - 1) ADWs.
  - 2) WCS and guidance.
  - 3) ROE.
- f. Signal procedures.
  - 1) Communications security (COMSEC) procedures.
  - 2) Anti-jamming procedures.
  - 3) Maintenance.
- g. Intelligence and security procedures.
  - 1) General guidance.
  - 2) NAI and TAI procedures.
  - 3) Document security.
  - 4) Personnel security.
  - 5) EPW procedures.
  - 6) Captured document and equipment procedures.
- h. NBC procedures.

- 1) MOPP guidance and analysis procedures.
- 2) Required NBC teams.
- 3) Alarms and warnings.
- 4) Reporting and marking procedures.
- i. Fire support procedures.
  - 1) Target numbering.
  - 2) Laser code assignments.
  - 3) Target-reference point (TRP) standards.
  - 4) A2C2 procedures.
- j. Survey procedures.
  - 1) Position azimuth determining system (PADS) and global positioning system (GPS).
  - 2) Conventional.
  - 3) Reconnaissance and survey officer (RSO) plan.
  - 4) Simultaneous observation procedures.
  - 5) Hasty survey procedures.
- k. Fire direction procedures.
  - 1) Manual and digital fire order.
  - 2) Tactical fire direction system (TACFIRE), improved fire support automated system (IFSAS), advanced field artillery tactical data system (AFATDS) SOP.
  - 3) Digital and manual interface procedures.
  - 4) Management of muzzle velocity (MV).
  - 5) Clearance of fires.
- l. Radar operations.
  - 1) Positioning and movement.

- 2) Communications, digital and voice.
- 3) Cueing.
- 4) Radar zones.
- m. Firing battery operations.
  - 1) Occupations, deliberate and hasty.
  - 2) Ready-to-fire standards.
  - 3) Reports.
  - 4) Force protection.
  - 5) Battery operations center (BOC) operations.
  - 6) Communications, digital and voice.
  - 7) Load plans.
  - 8) Position improvement procedures.
  - 9) Movement procedures.
  - 10) Reconnaissance, selection, and occupation of position (RSOP) procedures.
- n. Logistics procedures.
  - 1) Trains, combat and field.
  - 2) Reports.
  - 3) Reorganization and reconstitution.
  - 4) Supply.
  - 5) Services.
  - 6) Transportation.
  - 7) Refueling on the move (ROM).
- o. Personnel procedures.
  - 1) Reports.

- 2) Replacement operations.
  - 3) Casualty reporting.
  - 4) Postal.
  - 5) Finance.
  - 6) Health service support (HSS).
    - (a) Battalion aid station.
    - (b) Ambulance exchange points (AXPs).
  - 7) MEDEVAC procedures.
  - 8) Legal.
  - 9) Public affairs.
  - 10) Religious.
- p. Civil-military operations (CMO) procedures.

**FA - 2      INFORMATION FROM FA BATTALION SUBORDINATE ELEMENTS  
AND OTHER UNITS**

- a. Spot reports (SPOTREPs).
- b. Intelligence spot reports. (Size, activity, location, unit, time, equipment [SALUTE]).
- c. Logistics reports.
- d. XO's reports.
- e. NBC reports.
- f. Bottom-up refinement of fire plans, target lists, and final protective fires (FPFs).
- g. FIST and forward observer (FO) SITREPs.
- h. Survey party SITREPs.

**KEY OUTPUTS**

**FA - 3**      **FA BN OPORD - FA BN SUPPORT PLAN (FASP)** (May be written 5 paragraph format, FA support matrix, FRAGO, or oral orders as time allows. Appendix to Bde order.)

a.      **HEADING**

- 1)      Security markings.
- 2)      Confirmation statement in regard to oral orders.
- 3)      Copy number.
- 4)      Issuing headquarters.
- 5)      Place of issue.
- 6)      Date and time order is signed.
- 7)      Message reference number.
- 8)      Number.
- 9)      Code name (if applicable).
- 10)     Map references.
- 11)     Time zone order is executed.

b.      **TASK ORGANIZATION:**

- 1)      Lists major subordinate headquarters in the correct sequence.
- 2)      Qualifies relationships other than attachment by parenthetical terms such as operational control, general support (GS), or DS.
- 3)      Uses task organization matrix if desired.
- 4)      Allocation of all FA assets.
- 5)      Projected changes to the allocation of FA assets based on tactical contingencies.

c.      **SITUATION**

- 1)      Enemy forces:
  - a)      In sketch form rather than a verbal description when possible.

- b) Refers to intelligence annex, intelligence overlay, intelligence report, or intelligence summary. (Use an intelligence annex only if there is enough information to make an annex necessary).
  - c) Provides an assessment of the terrorist threat to the command.
- 2) Friendly forces:
  - a) Includes mission of higher unit and information concerning higher, adjacent, supporting, and units.
  - b) Discusses units essential to the operation.
  - c) States higher commander's concept and intent.
  - d) Provides for minimizing chance of fratricide.
  - e) Lists attachments and detachments:
    - (1) Does not repeat information under "task organization."
    - (2) Indicates "see task organization" if task organization used.
    - (3) States when attachment and detachment is to be effective.
- d. MISSION
  - 1) States the task and its purpose.
  - 2) Outlines essential tasks determined by the commander.
  - 3) Contains the elements of who, what, when, where, and why.
- e. EXECUTION
  - 1) Concept of operation. A brief paragraph, written by the battalion commander, that:
    - a) States the commander's vision of the operation.
    - b) Describes the purpose of the operation.

- c) Describes how the commander visualizes achieving the endstate with respect to the relationship between the force as a whole, the terrain, and the enemy.
  - d) States how the endstate will facilitate future operations.
  - e) Does not summarize the concept of operation or describe subunit missions.
- 2) Organization for combat. (Contains organization, tactical missions and on-order missions.)
- 3) Fires:
  - a) Describes “concept of fires” to support overall concept, including chemical and other special purpose munitions within the battlefield framework.
  - b) States priority of fire support.
  - c) Includes time and duration of preparatory fires (if applicable).
  - d) Refers to fire support annex if used.
  - e) Designates priority use of low-density munitions; priority as to type of fires, preparatory fires, and illumination (time and duration as appropriate).
- 4) Positioning and movement instructions.
- 5) Specific tasks to be accomplished by specific sub-elements.
- 6) Coordinating instructions.
  - a) Target acquisition.
  - b) Survey (includes priorities, accuracy required, timing, position requirements, and future plans).
  - c) HPT list.
  - d) AGM.
  - e) NBC defense (includes MOPP, OEG, and decontamination instructions).



- f) Meteorological messages (source, type, and times).
- g) Fire plan (includes target list and schedule of fires).
- h) FSCM.
- i) PIR and or IR.
- j) Intelligence acquisition tasks.
- k) Ammunition restrictions.
- l) Radar deployment order (RDO) for reinforcing headquarters.

f. SERVICE SUPPORT

g. COMMAND AND SIGNAL

h. COMMON TABS: FA support matrix, target lists, fire plan, survey tab, target acquisition tab, TACFIRE tab, FA positioning and or movement.

**FA - 4 FA BN SUPPORT MATRIX**

- a. Unit essential tasks (Who, what, when, where.)
- b. Trigger events

**FA - 5 FA BN WARNO**

a. HEADING

- 1) References (Maps, charts, and other relevant documents).
- 2) Time zone used throughout the order.
- 3) Task organization.

b. SITUATION

- 1) Enemy forces. (Include significant changes of information.)
- 2) Friendly forces.
  - a) Higher headquarters and supported unit missions.
  - b) DIVARTY and supported Bde commanders' intents.

- c) Bde concept of operation.
  - d) Missions of units to the immediate left and right.
  - e) Missions of other units with a significant bearing on the battalion.
- 3) Attachments and detachments.
- c. MISSION of the battalion.
- d. EXECUTION
  - Intent of the battalion commander (if available).
  - 1) Concept of operation (when available).
  - 2) Tasks to batteries(when available).
    - a) Tasks to units for execution.
    - b) Movement to be initiated (time).
    - c) Reconnaissance to be initiated (time).
    - d) Security to be in place (time).
  - 3) Tasks to trains (when available).
  - 4) Coordinating instructions.
    - a) CCIR.
    - b) Risk guidance.
    - c) Deception guidance.
    - d) Timeline.
    - e) Guidance on orders and rehearsals.
    - f) Orders group meeting (attendees, location, and time) (when applicable).
    - g) Earliest time of movement and degree of notice.
- e. SERVICE SUPPORT

- 1) Special equipment. (Requirements; coordinating instructions for transfer to using units.)
  - 2) Transportation. (Requirements; coordinating instructions for prepositioning of assets.)
- f. COMMAND AND SIGNAL
- 1) Command. (Chain of command if different from battalion TSOP.)
  - 2) Signal. (Current signal operating instructions [SOI; prepositioning of assets to support the operation.]
- g. ACKNOWLEDGE. (Statement directing acknowledgment of receipt and understanding.)

**FA-6**

**FA BN SITREPs**

- a. Fire support systems available.
- b. Current and projected status (e.g., cannons, ammunition, FDCs, radars).
- c. Current FA unit and systems locations.
- d. Number, type, and status of FA units supporting the DS FA battalion.
- e. Munitions capabilities.
  - 1) Ammunition supply points' locations.
  - 2) Ammunition and propellant availability.
    - a) Quantity, by type (e.g., precision guided munitions [PGM], FASCAM, rocket assisted projectile [RAP]).
    - b) Fuses and charges availability.
- f. Status on movement plans, terrain requirements, and position requirements for fire support assets.
- g. Observer and observer location requirements.
- h. Status of division directed missions, and allocation and positions of division assets in the brigade sector.
- i. Transportation requirements.
- j. Communications requirements.

- k. Status of digital systems.
- l. Status of PADs and GPS.
- m. Target attack systems capabilities.
- n. Jamming requirements.
- o. Rear area fire support capability (assets available to provide support, areas requiring support).
- p. Current and projected classes of supply status for fire support units.
- q. Status of MSR/ASR.
- r. Status and locations of CSS nodes.

## **TASK LIST SUMMARY**

This component provides a summary of the first level of tasks on the task list

1. **The battalion commander and staff direct and lead the battalion and protect the force during planning.**
2. **The battalion receives an order initiating a new mission from higher headquarters.**
3. **The battalion commander and staff conduct mission analysis.**
4. **The battalion S3 directs the staff in the preparation and issuance of a battalion warning order.**
5. **The battalion commander issues initial planning guidance.**
6. **The battalion commander and staff prepare estimates.**
7. **The battalion commander and staff develop course(s) of action.**
8. **The battalion commander and staff analyze course(s) of action.**
9. **The battalion staff compares courses of action.**
10. **The battalion commander announces the course of action decision.**
11. **The battalion staff prepares a field artillery support plan.**
12. **The battalion commander and staff issue a field artillery support plan.**

## TASK LIST

The purpose of this component is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [ ] following the task.

In many instances, the wording of the task has been changed from the text found in the Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP) or Field Manual (FM) to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks selected from an ARTEP-MTP, the task number has been expanded with a slash (/) to identify the subtask and standard reflected in the ARTEP-MTP task. To illustrate: a task referenced as [ARTEP 71-3-MTP, 71-3-4001/4c] was derived from ARTEP 71-3-MTP, the Mission Training Plan for the Heavy Brigade Command Group and Staff, and identifies brigade S4 section task "71-3-4001, Conduct Logistical Planning," subtask "4," "Prepares plans and orders," standard or sub-element "c."

For tasks derived from an FM, the FM number and page number have been provided as a reference. For example, the reference for a task, "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander," would be [FM 101-5, p. 1-9].

Some tasks and subtasks needed to define the function are not contained in ARTEP-MTPs nor can they be derived from FMs. Tasks and subtasks were identified to fill such gaps and were developed during coordination visits with various TRADOC schools, Forces Command (FORSCOM) units, and Combat Training Center (CTCs). These tasks are listed as field notes (FN) and are annotated with their source. For example, tasks identified by Combat Service Support (CSS) Observer-Controllers (OCs) at the National Training Center (NTC) would be referenced as [FN-NTC CSS OCs]. Still other tasks and subtasks were identified based on review of newsletters and other documents published by the Center for Army Lessons Learned (CALL) which capture lessons learned from Army units relevant to doctrine, tactics, techniques, and procedures (DTTP). Tasks derived from CALL publications are referenced as Lessons Learned [LL] with the appropriate document and page number provided. For example, a task extracted from CALL Newsletter 95-6, "Fighting with Fires I" is referenced as [LL-CALL Newsletter No. 95-6, p. 16].

In some cases, the analysis of the BF resulted in the identification of tasks for which no doctrinal references could be determined. Such tasks were selected based on author experience and a careful study of relevant doctrine. These tasks are referenced as author notes [AN].

Full references for all the source material are listed in the reference section.

This BF recognizes the requirement for the DS FA battalion commander and staff to perform actions concurrently with the development of the supported brigade OPORD and the development of the FASP. These actions are associated with:

- Activities required in and around the DS FA battalion CP and at the supported brigade CP (by the brigade FSO) that are conducted by the artillery battalion commander and staff to determine what type of targets will be attacked, when, and with what means.
  - Activities required to protect the force during planning and to direct and lead the subordinate elements as those elements perform tasks that are occurring during the planning for the battle (this infers a new order and mission). These activities are required to optimize the employment of the fire support system by integrating and synchronizing it with the battle plan.
  - The dual responsibilities of the battalion commander/FSCOORD require that he position himself where he can best meet these responsibilities. He will be required to devote a majority of his time to his responsibilities as FSCOORD with the brigade commander. In his absence, the battalion S3 conducts the planning tasks associated with the preparation of the FASP that may be listed in the following task list as accomplished by the commander.
1. **The battalion commander and staff direct and lead the battalion and protect the force during planning.** [ARTEP 6-115-MTP, Tasks 06-1-02-2000, 06-2-02-3000, 06-06-502-4000, 5000, 6000]
    - a. The battalion commander provides command presence and leadership to soldiers, leaders, and units of the battalion. [AN]
    - b. Command group operations are conducted. [AN]
      - 1) The battalion commander divides his time between his fire support and FA operations responsibilities.
      - 2) During the planning phase, the FSCOORD spends most of his time with the brigade commander or in the FSE.
      - 3) The battalion S3 directs the efforts of the DS FA battalion tactical operations center (TOC).
    - c. The battalion maintains communications. [AN]
      - 1) The battalion CPs maintain communications. [AN]
        - a) CPs establish radio communications. [AN]
        - b) CPs establish alternate communication means. [AN]

- c) Bn SO coordinates with the S3 regarding: [ARTEP 6-115-MTP, 06-1-01-4100]
  - (1) Communications aspects of CP locations.
  - (2) Recommended sites for CPs.
- 2) The battalion commander and staff ensure continuous communications throughout the battalion and with the supported unit. [FM 6-20-1, Chap 6]
  - a) The Bn SO serves as the COMSEC officer and supervises the activities of the COMSEC sub-account. [ARTEP 6-115-MTP, 06-1-01-4801, 06-1-01-4100]
    - (1) Develops the battalion signal operating instructions (SOI) requirements.
    - (2) Maintains the battalion SOI distribution scheme.
      - (a) All authorized users in the battalion.
      - (b) Level of SOI required.
    - (3) Distributes SOIs to subordinate units as required and maintains accountability.
    - (4) Includes SOI use in battalion plans and orders.
    - (5) Coordinates with higher headquarters for access to necessary SOI items.
    - (6) Supervises the issue and accounting for COMSEC equipment, key lists, codes, and authentication systems.
  - b) All battalion elements establish and maintain radio communications. [AN]
  - c) All battalion elements establish alternate communications means. [AN]
- d. Battalion CP operations are conducted. [AN]
  - 1) The battalion CP elements conduct necessary tactical movement and occupy assembly areas. [AN]
  - 2) The battalion CP reacts to indirect fire. [AN]



- 3) The battalion CP defends against air attack. [AN]
- 4) The battalion HHB commander supervises support of the CP. [ARTEP 6-115-MTP, 06-3-01-2110]
  - a) Internal arrangement of the TOC in accordance with unit SOP.
    - (1) Allocates space/shelter for troops in the TOC area.
    - (2) Allocates space/shelter for TOC staff element.
    - (3) Allocates space/shelter for agencies that service the TOC.
    - (4) Coordinates location of support units within the TOC area.
  - b) Supply and services support to the TOC including attached and supporting elements located in the TOC area.
    - (1) Provides food service support.
    - (2) Provides medical support.
    - (3) Provides for treatment and evacuation of casualties and casualty reporting.
    - (4) Provides for morale and religious services.
    - (5) Provides all classes of supply as required.
  - c) Maintenance of HHB equipment located at the TOC.
    - (1) Establishes procedures for issue/turn in of supplies and equipment.
    - (2) Ensures that scheduled maintenance is being performed.
    - (3) Ensures that unscheduled maintenance is completed as required.
  - d) Movement of the TOC in coordination with the S3.
    - (1) Receives general location of the proposed main TOC site from the S3.
    - (2) Reconnoiters proposed CP location.
    - (3) Selects specific main CP location.

- (a) The CP location provides good communication with higher, lower, and adjacent units.
  - (b) CP is located near routes which provide easy access.
  - (c) The location avoids prominent terrain features.
  - (d) The CP is located on the reverse slope or in defilade to provide cover and concealment.
  - (e) The CP location possesses good drainage, supports vehicular traffic, and has sufficient space to disperse vehicles.
- (4) Supervises quartering party activities.
- (5) Supervises allocation of vehicle transportation support to staff elements
- (6) Deconflicts terrain requirements and routes with brigade S3.
- e) Local security for the TOC.
  - (1) Coordinates with the S2 for intelligence considerations.
  - (2) Establishes a perimeter defense to include:
    - (a) Mutually supporting defensive sectors.
    - (b) Target reference points (TRPs).
    - (c) Indirect fires.
    - (d) Obstacles.
  - (3) Conducts rehearsals of the reaction force.
  - (4) Establishes perimeter boundaries and checkpoints.
  - (5) Regulates vehicular traffic in the headquarters area.
  - (6) Develops the sentry/guard plan.
  - (7) Upgrades TOC defenses, e.g., fighting positions are hardened, positions are camouflaged, overhead cover is constructed, obstacles are employed, fields of fire are

cleared, range cards are prepared, air guards are positioned, fire plan is integrated, and indirect fires are planned and are coordinated.

- (8) Establishes NBC defense.
- 5) The battalion S3 section disseminates necessary WARNOs to all subordinate commanders. [FM 6-20-1, p. 2-5]
  - 6) The battalion S2 section manages the intelligence effort. [ARTEP 6-115-MTP, 06-3-01-2500, 2512]
  - 7) The battalion S2 section monitors implementation of OPSEC measures. [ARTEP 6-115-MTP, 06-3-01-2530/1.f]
  - 8) The battalion S2 section develops a physical security plan. [ARTEP 6-115-MTP, 06-3-01-2530]
  - 9) The battalion S3 directs and monitors battalion reconnaissance and quartering parties. [AN]
  - 10) The battalion S3 section monitors the current situation. [ARTEP 6-115, 06-3-01-2150]
    - a) Conduct of the operation. [ARTEP 6-115, 06-3-01-2150]
      - (1) Determines progress toward mission accomplishment based on current plan.
      - (2) Assesses vulnerability to enemy NBC attack.
      - (3) Recommends adjustments to the plan as required.
    - b) Situation displays on current situation maps (SITMAP), information displays, and journals depicting the following (list is not all inclusive): [ARTEP 6-115-MTP, 06-3-01-2150].
      - (1) Location and activity of enemy.
      - (2) Task organization for combat.
      - (3) Maneuver unit activity and commander's assessment.
      - (4) All friendly unit locations.
      - (5) Battery weapon status (crews and equipment).

- (6) Howitzers laid and ready to fire.
- (7) Azimuth of fire for all units.
- (8) Status of radars and cueing schedule.
- (9) Recent and present significant activities.
- (10) Current target list.
- (11) FSCM.
- (12) Ammunition status.
- (13) Location and status of observers.
- (14) Attack guidance.
- c) Updates of operations estimate. [ARTEP 6-115-MTP, 06-3-01-2120/2d]
  - (1) Considers the current enemy situation, to include:
    - (a) Enemy's most probable COA.
    - (b) Vulnerabilities.
    - (c) Changes in enemy's order of battle.
    - (d) Enemy's capability to employ NBC and EW.
  - (2) Determines the current friendly situation, including:
    - (a) Disposition.
    - (b) Composition.
    - (c) Strength.
    - (d) Recent and present significant activities.
    - (e) Peculiarities and weaknesses.
    - (f) Vulnerability to enemy NBC attacks.
  - (3) Maintains liaison with adjacent units.

- (4) Monitors the civil-military situation as it pertains to battalion operations.
  - (5) Recommends operational changes to the S3 based on changing tactical conditions.
- 11) The battalion S3 section implements and maintains OPSEC. [ARTEP 6-115-MTP, 06-3-01-7101]
  - a) Conducts OPSEC activities associated with the battalion CPs/ command and control (C2) operations during the planning phase.
  - b) Directs and monitors battalion OPSEC during the battalion planning phase.
  - c) Directs fire support for brigade counter reconnaissance operations during the battalion planning phase.
- 12) The battalion S3 directs battalion tactical road marches. [ARTEP 6-115-MTP, 06-3-01-2140]
- 13) The battalion S3 section reacts to an enemy chemical attack. [ARTEP 6-115-MTP, 03-3-C203]
- 14) The battalion FDC provides fire direction support to all battalion elements in support of the brigade. [ARTEP 6-115-MTP, 06-1-02-2300].
  - a) Conducts tactical fire control.
  - b) Establishes and maintains SITMAPs and overlays depicting the following:
    - (1) Location of all friendly units.
    - (2) Location and status of all firing units.
    - (3) FSCM.
    - (4) Current target list and fire plans.
  - c) Establishes and maintains communications (digital and voice).
    - (1) To FSOs/FSEs and observers.
    - (2) To firing units.
    - (3) To reinforcing units.

- (4) To force artillery headquarters.
- 15) The brigade FSE section initiates (establishes) fire support operations. [ARTEP 71-3-MTP, Task 71-3-9001/1].
  - a) Collocates the FSE at the brigade main CP.
  - b) Locates FSO at the brigade tactical CP.
  - c) Establishes and maintains communications with:
    - (1) Brigade operations and intelligence (O&I) sections.
    - (2) DIVARTY O&I and the DS FA battalion O&I.
    - (3) Other fire support facilities.
    - (4) Adjacent or reinforcing/reinforced artillery units.
  - d) Establishes and maintains 24-hour radio communications in the following nets: [FM 6-20-40, p. F-4]
    - (1) Brigade FS net (voice).
    - (2) DS battalion operations/fire net frequency modulated (FM) (digital) as required.
    - (3) DIVARTY operations/fire nets very high frequency (VHF)-FM (digital), as required.
    - (4) Maneuver brigade O&I net VHF-FM (voice). (When FSO is not physically with the brigade commander).
  - e) Plans fires in support of brigade CP.
  - f) Directs and monitors fires in support of brigade operations; the initial focus is the reconnaissance and counter-reconnaissance operations and force protection during the planning phase.
  - g) Performs TVA. [ARTEP 71-3-MTP, Task 71-3-9004]
  - h) Supervises execution of fire support plan. [ARTEP 71-3-MTP, Task 71-3-9003]
  - i) Conducts fire support coordination in support of ground operations. [ARTEP 71-3-MTP, Task 71-3-9002]

- j) Participates in the brigade targeting team, as required.
- 16) The battalion CMLO performs NBC operations. [AN]
  - a) CMLO advises the commander on the appropriate level of MOPP.
  - b) All CPs react to a chemical attack.
  - c) All CPs prepare for a friendly nuclear strike.
  - d) All CPs cross a contaminated area.
  - e) All CPs perform hasty decontamination.
  - f) CMLO informs batteries of level of MOPP.
  - g) CMLO informs batteries of location of decontamination sites.
- 17) The Bn SO coordinates with HHB commander regarding: [ARTEP 6-115 -MTP, 06-3-01-2100].
  - a) Specific location of communications element at TOC.
  - b) Actual TOC and administration and logistics operation center (ALOC) sites (grid coordinates).
- e. The battalion ALOC conducts operations. [AN]
  - 1) The battalion S4 activates the ALOC. [FM 6-20-1 p. 7-6]
    - a) Coordinates with the S1 and XO for establishment of CP.
    - b) Collocates the ALOC with the battalion aid station, unit maintenance collection point, petroleum, oils, and lubricants and ammunition sections.
    - c) Maintains 24-hour operations.
    - d) Establishes communications with higher and subordinate units.
    - e) Coordinates with the FSB staff requirements for sustaining close, deep, and rear operations.
  - 2) The battalion S4 section, in conjunction with the S1 section, monitors battalion operations.
    - a) Prepares and maintains staff journals.

- b) Maintains current SITMAP.
  - c) Prepares and maintains information displays.
  - d) Monitors the tactical situation.
  - e) Monitors personnel activities.
  - f) Monitors the intelligence situation.
  - g) Monitors the civil-military situation as it affects CSS.
- 3) The battalion S4 conducts operations. [AN]
- a) The battalion S4 section coordinates transportation and movements. [AN]
  - b) The battalion S4 section provides staff supervision of transportation and movements.
  - c) The battalion S4 section maintains information on the status of maintenance and supplies to include: [ARTEP 6-115-MTP, 06-2-01-6000]
    - (1) Battalion supply operations from the BSA.
    - (2) Maintains the current status of equipment readiness in the battalion.
    - (3) Recovery, repair, and return of non-mission capable equipment.
    - (4) Maintains current status of supplies.
    - (5) BSA operations.
    - (6) Protect supplies from NBC contamination.
    - (7) Battalion EPW processing.
    - (8) Battalion graves registration services.
  - d) Performs maintenance on battalion rear CP vehicles and equipment.
  - e) Resupplies the battalion rear CP.



- f. The battalion supply operations center (BSOC) conducts operations. [FM 6-20-1, p. 7-5]
  - 1) The S1, assisted by the battalion S4 NCOIC, activates the BSOC.
    - a) Coordinates with the FSB commander for establishment of CP.
    - b) Collocates the BSOC with the FSB.
    - c) Maintains 24-hour operations.
    - d) Establishes communications with higher and subordinate units.
    - e) Coordinates with the FSB staff requirements for sustaining close, deep, and rear operations.
  - 2) The battalion S4 section, in conjunction with the S1 section, monitors battalion operations.
    - a) Prepares and maintains staff journals.
    - b) Maintains current SITMAP.
    - c) Prepares and maintains information displays.
    - d) Monitors the tactical situation.
    - e) Monitors personnel activities.
    - f) Monitors the intelligence situation.
    - g) Monitors the civil-military situation as it as it pertains to personnel support.
  - 3) The battalion S1 section conducts operations. [AN]
    - a) Conducts replacement operations. [ARTEP 6-115-MTP, 12-1-C405; FM 6-20-1, Chap 7]
    - b) Performs strength management. [ARTEP 6-115-MTP, 12-1-C404; FM 6-20-1, Chap 7]
    - c) Performs essential personnel actions. [ARTEP 6-115-MTP, 12-1-C406]
    - d) Coordinates essential financial support. [ARTEP 6-115-MTP, 12-1-C406]

- e) Provides essential administration support.
  - (1) Personnel services. [ARTEP 6-115-MTP, 12-1-C406]
  - (2) Personnel administration center (PAC) operations.
- f) Assesses the status of subordinate unit morale.
- g) Coordinates morale, welfare, and recreation services.
- h) Provides essential legal support.
- i) Manages the awards and decorations program.
- 4) The battalion medical section directs and conducts health preservation and medical support activities. [ARTEP 6-115-MTP, 08-3-C002]
  - a) Preventative health activities. [ARTEP 6-115-MTP, 08-3-C003]
  - b) Treatment, evacuation, and reporting of all casualties. [ARTEP 6-115-MTP, 08-2-0334, 08-3-C006]
  - c) Battalion aid station medical activities. [ARTEP 6-115-MTP, 08-3-C004]
- 5) The battalion chaplain section provides religious support to the battalion. [ARTEP 6-115-MTP, 16-1-C001]
- 6) The BSOC reacts to indirect fire. [AN]
- 7) The BSOC defends against air attack. [AN]
- g. The battalion delivers field artillery fires. [ARTEP 6-115-MTP, 06-1-02-3042/1.a,2, 06-2-02-3000]
  - 1) Maintains a continuous capability to deliver FA fires. [ARTEP 6-115-MTP, 06-1-02-3042/1.a]
  - 2) Provides immediately responsive fires to supported maneuver units. [ARTEP 6-115-MTP, 06-1-02-3042/2]
  - 3) Executes brigade fire support plan.
- 2. **The battalion receives an order initiating a new mission from higher headquarters.** [FM 101-5; FM 6-20-1; ARTEP 6-115-MTP]

- a. The DS FA battalion commander as the brigade FSCOORD, the brigade FSO, and designated personnel based on brigade TSOP attend the division orders brief and receive the division order. [AN]
- b. When the division WARNO is received, the brigade FSO informs the FSCOORD of the content of the WARNO as soon as the situation permits. Critical information that is communicated includes:
  - 1) Division mission.
  - 2) Division commander's intent.
  - 3) Division concept of operation.
  - 4) Brigade mission.
  - 5) Brigade AO.
  - 6) Enemy situation.
  - 7) Critical timelines.
  - 8) Task organization.
- c. The battalion may also receive a WARNO from DIVARTY and from the brigade. Critical information from the WARNO(s) and from the commander begins the staff parallel planning process.
- d. The battalion S3 ensures that critical information is provided to all staff participants during the military decision-making process (MDMP). [FM 101-5, p. 4-44]
- e. The battalion S3 begins to develop paragraphs 1 and 2 of the commander's estimate by focusing on: [FM 101-5, pp. 1-6, C-16]
  - 1) The division and brigade missions.
  - 2) The battalion mission.
  - 3) Considerations affecting possible COAs.
  - 4) The enemy situation and capabilities.
  - 5) Possible battalion COA.
- f. The entire battalion staff begins the development of paragraphs 1 and 2 of their individual staff estimates. [FM 101-5, pp. 3-84 and 3-85]

- 1) All staff members begin to gather facts concerning:
  - a) Enemy dispositions.
  - b) Friendly dispositions.
  - c) Available troops.
  - d) Unit strength.
  - e) Material readiness.
  - f) Battlefield situation.
- 2) The battalion staff clarifies information with counterparts at maneuver brigade headquarters as they conduct the brigade staff estimates. [AN]
- 3) The battalion staff begins to organize information in preparation for the staff estimate process: [FM 101-5, p. C-1]
  - a) The battalion S1 section gathers information for the personnel estimate. [ARTEP 6-115-MTP, 12-1-C408]
  - b) The battalion IPB. [ARTEP 6-115-MTP, 06-1-02-2500] (For detailed description refer to BF 1, Task 2-5.)
  - c) The battalion S3 section gathers information for the operations estimate. [ARTEP 6-115-MTP, Task 06-3-01-2120]
  - d) The battalion S4 section gathers information for the logistics estimate. [ARTEP 6-115-MTP, Task 06-3-01-6430/10f]
  - e) Brigade FSO gathers information for the fire support estimate. [ARTEP 6-115-20-MTP, Task 06-3-02-1300]
    - (1) The fire support estimate is provided to the brigade XO in support of brigade planning.
    - (2) The fire support estimate is derived from input from the DS FA battalion S3 as an element of parallel planning.
  - f) The battalion surgeon gathers information for the medical estimate. [ARTEP 6-115-MTP, Task 08-3-C002]
  - g) The Bn SO gathers information for the command, control, and communications (C3) estimate. [ARTEP 6-115-MTP, Task 06-3-01-2120]

- h) The CMLO gathers information for the NBC estimate.
- g. The battalion S3 directs the efforts of the battalion staff in preparation for implementing the battalion MDMP.
  - 1) Upon receipt of the higher headquarters order, the battalion S3 develops a planning and preparation timeline for the staff.
  - 2) The battalion S3 section, with input from the S3, develops the operational timeline which describes mission execution events.
  - 3) The battalion S3 ensures that LNOs are dispatched as required. (The battalion has no authorized LNOs)
  - 4) The battalion S3 prepares to issue an initial WARNO by receiving information from the entire battalion staff. (For detailed WARNO description refer to Task 4 of this analysis.)
  - 5) The battalion S3 makes the means available for the staff to familiarize themselves with the terrain by conducting reconnaissance. [AN]
    - a) Army aviation helicopters.
    - b) Ground transportation.
  - 6) The battalion S3 directs the staff in the initial development of assumptions concerning the assigned mission. [FM 101-5, p. 4-9]
- h. The battalion commander begins the development of his assumptions concerning the assigned mission. [FM 101-5, p. 4-9]
- 3. **The battalion commander and staff conduct mission analysis.** [FM 101-5, Chap 4, p. 4-11]
  - a. The battalion commander conducts mission analysis. [FM 101-5, p. 4-11]
    - 1) The battalion commander derives the missions and intents of the division and brigade commanders. He must also consider the division artillery commander's intent for fires.
    - 2) The battalion commander communicates his understanding of the higher commander's missions and intents to his staff.
  - b. The battalion staff conducts mission analysis. [FM 101-5, p. 4-11]
    - 1) The battalion S3 directs the staff, utilizing the brigade, division, and DIVARTY WARNOs and information provided by the commander from

the division orders brief, through these steps during mission analysis: [FM 101-5, p. 4-11 through 4-15]

- a) Identifies the missions and intents of the higher commander.
  - b) Identifies specified and implied tasks.
  - c) Identifies tentative essential tasks and develops the preliminary restated mission.
  - d) Reviews available assets in their area of cognizance.
  - e) Determines any limitations.
  - f) Determines broad command and control warfare (C2W) considerations.
  - g) Proposes acceptable risk.
  - h) Determines critical facts and assumptions.
  - i) Continues time analysis.
  - j) Prepares restated mission, containing task and purpose, for the battalion commander's approval.
- 2) During the conduct of the staff mission analysis, each staff member maintains notes for the preparation of paragraphs 1 and 2 of their staff estimate based on information gathered during this period. [AN]
- 3) Battalion staff members conduct mission analysis, following the steps of the mission analysis, and prepare notes to be integrated into the consolidated battalion mission analysis product.
- a) The battalion S2 section conducts mission analysis.
  - b) The battalion S3 section conducts mission analysis.
  - c) The battalion S4 conducts mission analysis. [FM 6-20-10, p. 2-3; FN-3/24 infantry division (ID)]
    - (1) Identifies essential logistical tasks necessary to accomplish the mission.
    - (2) Identifies logistical constraints impacting on the battalion mission.

- (3) Identifies battalion allocation of CSS by class of supply for battalion fire support units, including FA and mortar CL V.
- (4) Identifies ground and air transportation assets supporting battalion fire support units.
- (5) Identifies locations of division CSS nodes and their operating times.
- (6) Identifies division maintenance priorities for fire support systems, including: [AN]
  - (a) Howitzers. [AN]
  - (b) Combat observation lasing teams (COLT) and fire support team vehicles (FIST-V). [AN]
  - (c) Radars. [AN]
  - (d) FA voice and digital communications systems. [AN]
- (7) Identifies division personnel operations for replacement of trained fire support personnel. [AN]
- d) The battalion surgeon/PA conducts mission analysis and:
  - (1) Determines corps and division casualty evacuation policies and capability.
  - (2) Determines hospital numbers and capability to handle patients.
- e) The Bn SO conducts mission analysis and: [FM 6-20-10, p. 2-3]
  - (1) Reviews the division communications area analysis for the battalion's AO to determine battalion's ability to communicate.
  - (2) Identifies brigade, DIVARTY, and higher headquarters retransmission sites and communications nodes.
  - (3) Determines battalion allocation of voice and digital communications frequencies.
  - (4) Identifies COMSEC and signals security (SIGSEC) requirements.

- (5) Determines any signal activities the battalion is responsible for in support of brigade deception operations.
- f) The Bn SO and battalion S2:
  - (1) Identify enemy communications activities and their potential impact on the battalion (for high-value target [HVT] consideration).
  - (2) Determine division meaconing, intrusion, jamming, and interference (MIJI) guidance.
  - (3) Determine potential effect on enemy communications systems resulting from division-directed nonlethal attack. [AN]
- g) The brigade FSO performs mission analysis at the brigade CP. [FM 6-20-1, p. 3-7; FM 6-20-10, p. 2-3; FM 101-5, p. 4-12; FN-Joint Readiness Training Center (JRTC); FN-NTC; FN-3/24 ID]
  - (1) Determines the task organization of FA assets including duration of support, support relationship, and directed division missions. [FM 6-20-2, p. B-3; FM 6-20-30, p. D-5; FM 6-20-40, p. 2-3; FM 6-20-50, p. 2-3; FN-NTC]
  - (2) Determines, with brigade ALO, the CAS sortie allocations to the brigade, including the responsible service (e.g., USAF, USN, USMC) and division-directed missions. [FM 6-20-30, p. D-16; FN-NTC]
  - (3) Determines, with the brigade NGLO, the allocation and support relationship (e.g., DS, GS) of ships providing NSF, including division-directed missions. [FM 6-20-30, p. D-17]
  - (4) Determines, with the brigade aviation LNO, the Army aviation assets allocated for observation, target acquisition, and lift support to the brigade, including division-directed missions. [FM 1-111, p. 3-3; FN-NTC]
  - (5) Determines, with the brigade S2 and DS military intelligence (MI) company (Co) Cdr, the allocation of offensive EW systems, including division directed missions. [FM 6-20-30, p. D-18]



- (6) Determines allocation of division radar systems to the brigade, including division radar zones and directed missions. [FM 6-20-2, p. B-14; FN-NTC]
- (7) Determines: [AN]
  - (a) Division-directed targets and obstacles. [FM 6-20-40, p. 2-1, 2-13; FM 6-20-50, p. 2-1, 2-13; FN-NTC; FN-FA School]
  - (b) SEAD requirements to support CAS and Army aviation missions in the brigade AO. [FM 1-111, p. 3-3; FN-NTC]
  - (c) Division plans and requirements to provide fire support for rear area operations. [FM 6-20-30, p. 4-19]
  - (d) Division FSCMs. [FM 6-20-30, p. D-11, F-1; FM 6-20-40, p. E-2; FN-NTC; FN-JRTC]
  - (e) CSR for fire support systems. [FM 6-20-40, p. 2-3; FN-NTC]
  - (f) Division attack helicopter cross-forward line of own troops operations (FLOT) in the brigade AO. [FM 1-111, p. 3-3; FN-NTC]
  - (g) Follow-on missions for fire support units supporting the brigade. [FM 6-20-30, p. D-6; FN-NTC]
  - (h) Locations and scheme of maneuver for non-brigade fire support units operating in the brigade's AO are identified. [FM 6-20-30, p. 2-11; FN-NTC; FN-FA School]
  - (i) Division deep battle plan, and concept for transition from division deep battle to brigade deep and close battles. [FM 71-100, p. 1-5; FM 6-20-30, p. 4-16, B-1]
  - (j) Division counter-preparation plan. [FM 6-20-30, p. D-2]
  - (k) A2C2 requirements. [ARTEP 71-3-MTP, Task 71-3-9002/3d2]

- (l) Division planned FA support fires and their effect on brigade air space. [ARTEP 71-3-MTP, Task 71-3-9002/3d1]
  - (m) Locations of FA units under division control. [ARTEP 71-3-MTP, Task 71-3-9002/3d1]
  - (n) Division-imposed FSCMs on brigade air space. [ARTEP 71-3-MTP, Task 71-3-9002/3d3]
- h) The brigade FSO coordinates his mission analysis with the DS FA battalion S3 and provides the S3 with a copy of the analysis to support parallel planning by the DS FA battalion.
- i) The CMLO performs mission analysis. [FM 6-20-10, p. 2-3]
  - (1) The CMLO determines:
    - (a) Locations of division decontamination sites and decontamination units. [FM 3-101, p. C-4]
    - (b) Division-directed smoke and obscuration missions the battalion is responsible to execute. [FM 3-7, p. 6-1; FM 3-50, p. 7]
    - (c) Division guidance on procedures and reporting requirements for the NBC warning and reporting system. [FM 3-3, p. 2-1; FM 3-101, p. 4-4]
    - (d) Task organization for division NBC units and systems (e.g., reconnaissance, decontamination) and their availability to support the battalion. [FM 3-101, p. 2-2]
  - (2) The CMLO reviews division vulnerability analysis to determine the NBC risk to the battalion. [FM 3-7, p. 1-0, 3-3]
  - (3) The CMLO, in conjunction with the battalion S2 and battalion targeting officer, determines division actions to eliminate the enemy's ability to employ NBC (for Brigade HVT consideration). [FM 3-101, p. C-1]
- j) The battalion chaplain conducts mission analysis. [FM 101-5, p. 4-12]

- c. The battalion S3 consolidates individual staff mission analyses. [FM 101-5, p. 4-14]
  - 1) The battalion S3 directs the development of a battalion mission analysis product by:
    - a) Bringing the entire staff into a staff meeting and facilitating the development of a consolidated product through a briefback and discussion. [AN]
    - b) Receiving staff products and personally consolidating the individual staff analyses into a battalion product. [AN]
    - c) Requesting a copy of the brigade consolidated analysis from the brigade FSO to support parallel planning. [AN]
  - 2) The battalion S3 reviews staff mission analyses for accuracy and consolidates results as appropriate. [FM 101-5, p. 4-14]
  - 3) The battalion S3 directs preparation of necessary briefing material for presentation of staff mission analysis results to the battalion commander. [AN; FM 101-5, p. 4-14]
  - 4) The battalion S3 prepares the restated mission for the battalion commander's approval. [FM 101-5, p. 4-14]
  - 5) The battalion S3 determines the planning and preparation timeline. [ARTEP 71-3 MTP, Task 71-3-0001/7]
- d. The battalion S3 directs the staff during the mission analysis briefing to the battalion commander and ensures that the following information is presented: [FM 101-5, p. 4-14]
  - 1) Identified specified and implied tasks.
  - 2) Identified essential tasks.
  - 3) Available battalion assets.
  - 4) Limitations to the battalion.
  - 5) Broad C2W considerations.
  - 6) Proposed acceptable risk.
  - 7) Critical facts and assumptions.

- 8) Time plan.
  - 9) Recommended restated mission containing task and purpose.
  - 10) AO and AI.
  - 11) Initial intelligence estimate.
  - 12) Brigade mission.
  - 13) Brigade commander's intent and concept.
  - 14) Conclusions.
  - 15) Recommendations.
- e. The battalion commander, based on his own mission analysis and the mission analysis brief from the battalion staff: [FM 101-5, p. 4-15]
- 1) Approves the battalion restated mission.
  - 2) Specifies the battalion essential tasks.
  - 3) Directs the issuance of a WARNO (for a detailed description refer to Task 4, this analysis).
- f. The battalion commander and staff, when required to employ the MDMP in a time-constrained environment, conduct mission analysis by: [FM 101-5, Chap 4, p. 4-15]
- 1) The battalion commander personally conducting the mission analysis.
  - 2) The mission analysis being jointly conducted by the commander and staff in the form of a "brainstorming session."
4. **The battalion S3 directs the staff in the preparation and issuance of a battalion warning order.** [FM 101-5, p. 4-15]
- a. Battalion WARNOs are prepared and issued in five-paragraph format to all subordinate and attached units and to the reinforcing unit(s). [FM 101-5, p. H-13]
- 1) Provide major timeline events which accompany mission execution. [FM 101-5, p. H-13]
  - 2) Provide planning focus to subordinate unit commanders and staff. [infantry (IN) School]

- 3) Provide essential details of the impending battalion operation. [FM 101-5, p. 4-55, H-13]
- b. The battalion S3, in conjunction with other staff officers, prepares a battalion WARNO which includes, as a minimum: [FM 101-5, p. H-14]
- 1) Required maps (if changed from the current FASP). [FM 101-5, p. H-14]
  - 2) Enemy situation updates. [FM 101-5, p. H-14]
  - 3) Battalion events to occur prior to the issuance of the battalion OPORD. [FM 101-5, p. H-14]
  - 4) Battalion mission, task, or operation. [FM 101-5, p. H-14]
  - 5) Division and brigade mission and intent. [FM 101-5, p. H-14]
  - 6) The division and brigade commanders' intent statements (when available). [FM 101-5, p. H-14]
  - 7) Battalion commander's restated mission statement. [FN-IN School]
  - 8) Earliest time of movement or degree of notice the battalion commander will provide to units for performing tasks or activities. [FM 101-5, p. H-14]
  - 9) Orders for preliminary action, reconnaissance, surveillance, and observation. [FM 101-5, p. H-14]
  - 10) Service support instructions, any special equipment necessary, regrouping of transport, or preliminary moves to assembly areas, if necessary. [FM 101-5, p. H-14]
  - 11) Information for the battalion orders group, which includes: [FM 101-5, p. H-14]
    - a) The rendezvous point and time for assembly of a battalion orders group. [FM 101-5, p. H-14]
    - b) Guidance on attendance of subordinate commanders and staff for the battalion orders group. [FM 101-5, p. H-14]
  - 12) Information resulting from decisions made by the commander, which includes: [AN]
    - a) Selection of a battalion COA. [AN]

- b) Unit boundaries and other control measures. [AN]
- c. The battalion S3 section issues a WARNO which provides subordinate unit commanders and staff with maximum planning time. [FM 101-5, p. 4-55, H-13]
- d. The battalion S3 ensures that the WARNO is, at a minimum, distributed to: [AN]
  - 1) DS FA battalion firing battery commanders.
  - 2) DS FA battalion HHB commander.
  - 3) DS FA battalion service battery commander.
  - 4) DS FA battalion staff.
  - 5) Brigade FSO.
  - 6) All reinforcing battalions.
  - 7) Bn TF FSOs.
- 5. **The battalion commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]
  - a. The battalion commander develops planning guidance using: [FM 101-5]
    - 1) Results of his own mission analysis and his mission, enemy, terrain, troops, and time available (METT-T) assessment. [FM 101-5, p. 4-16]
    - 2) Results of the battalion staff's mission analysis. [FM 6-20-40, p. 2-1; FM 6-20-50, p. 2-1; FM 6-20-10, p. 1-5; JRTC; 194 armor (AR)] (See task 3.c.3)
  - b. The battalion S3 prepares the battalion staff to receive the battalion commander's guidance. [FM 101-5, Chap 4, p. 4-15]
    - 1) Determines who must be present at the commander's guidance briefing, if not SOP.
    - 2) Ensures that staff is prepared to take notes on guidance issued.
  - c. The battalion commander issues planning guidance to the battalion staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1, 2-3; FM 6-20-10, p. 1-7]
    - 1) Enemy COA. [FM 101-5, p. 4-17]

- a) Specifies enemy COAs he considers the most probable or most dangerous. [FM 101-5, p. 4-17]
  - b) Identifies possible battalion COAs to respond to enemy COAs. [FM 101-5, p. 4-17]
- 2) Restated mission (always included). [FM 101-5, p. 4-18]
  - a) States in doctrinally correct terms. [FM 101-5, p. 4-18]
  - b) Explains missions as tasks and purposes. [FM 101-5, p. 4-18]
- 3) Intent may include: [FM 101-5, p. 4-18; FM 71-3, p. 3-3]
  - a) Purpose: Describes the “why” of the mission in the context of the brigade mission and brigade commander’s intent. [FM 71-3, p. 3-3]
  - b) Method: Describes the “how” of the battalion mission, in broad terms. [FM 71-3, p. 3-3]
  - c) Endstate: Describes minimum standards for battalion battlefield success in relation to battalion units, enemy forces, and terrain. [FM 71-3, p. 3-3; FN]
- 4) Concept of the operation. [FM 101-5, p. 4-18]
  - a) Describes, in broad terms, where, when, and how he wants to concentrate combat power and shape the battlefield to attain his and the brigade commander’s intents. [FM 101-5, p. 4-18; AN]
  - b) Allows rapid transition between offensive battle phases and defensive battle phases. [FM 101-5, pp. 4-18, 4-19]
  - c) Provides commander’s guidance for fires, which may include: [FM 101-5, p. 4-20]
    - (1) Movements for battalion units. [FM 101-5, p. 4-20]
    - (2) Critical fire support tasks.
    - (3) Scheme of fires.
    - (4) Engagement criteria.
    - (5) Critical targets by phase.

- d) Identifies the brigade commander's decisive point (brigade focus of effort) where he wants to defeat the enemy's purpose; decision point includes: [FN]
  - (1) Where to synchronize battalion assets.
  - (2) What battalion actions will occur. [FN-JRTC; AR School]
- e) Provides guidance for protection of brigade forces, including security operations and OPSEC requirements. [FM 101-5, p. 4-22]
- 5) CSS. Provides guidance for: [FM 101-5, p. 4-22]
  - a) Manning. [FM 101-5, p. 4-22]
  - b) Arming. [FM 101-5, p. 4-22]
  - c) Fueling. [FM 101-5, p. 4-22]
  - d) Maintenance. [FM 101-5, p. 4-22]
  - e) Transportation. [FM 101-5, p. 4-22]
  - f) Sustaining soldiers and systems. [FM 101-5, p. 4-22]
- 6) Time plan. [FM 101-5, p. 4-23]
  - a) Time allocated for planning and preparation to the battalion staff and to subordinate units. [FM 101-5, p. 4-23]
  - b) The battalion commander determines when, where, and how the battalion order will be issued. [FM 101-5, p. 4-36]
- 7) Type of battalion order to issue; formats include: [FM 101-5, p. 4-24]
  - a) Oral order. [FM 101-5, p. 4-24]
  - b) Overlay order. [FM 101-5, p. 4-24]
  - c) Five-paragraph. [FM 101-5, p. 4-25]
- 8) Type of rehearsal to conduct, which includes: [FM 101-5, p. 4-25]
  - a) Back brief. [FM 101-5, p. 4-25]
  - b) Radio. [FM 101-5, p. 4-25]



- c) Map. [FM 101-5, p. 4-25]
- d) Sketch-map. [FM 101-5, p. 4-25]
- e) Terrain-model. [FM 101-5, p. 4-25]
- f) Key-leader. [FM 101-5, p. 4-25]
- g) Full. [FM 101-5, p. 4-25]
- 9) The type of planning process the battalion will use to develop the order. [FM 101-5, p. 4-7, 4-8; AN]
  - a) MDMP: Assumes sufficient time and experienced staff to thoroughly examine numerous friendly and enemy COAs. [FM 101-5, p. 4-7; AN]
  - b) MDMP under time constraints: Used when time is constrained; commander provides one or more COAs to be developed, war-gamed, and briefed for decision. [FM 101-5, p. 4-8; AN]
- 10) CCIR. [FM 101-5, p. 4-47; AN]
  - a) The battalion commander and battalion staff jointly determine battlefield operating system(s) (BOS) information required by the battalion commander to make a decision in a timely manner to retain the initiative. [FM 101-5, p. C-4]
  - b) The battalion commander determines CCIR for each phase of the battle, including: [BCBL "Battle Command," p. 21; AN]
    - (1) Essential elements of friendly information (EEFI). [Battle Command Battle Laboratory (BCBL) "Battle Command," p. 21; AN]
    - (2) Friendly force information requirements (FFIR). [BCBL "Battle Command," p. 21; AN]
    - (3) PIR. [BCBL "Battle Command," p. 21; AN]
    - (4) Battle damage assessment (BDA) information requirements (addressed separately or as a component of PIR). [AN]
- d. The battalion commander conducts a confirmation brief with the staff at the end of his initial planning guidance to ensure that: [FM 101-5, pp. 4-15 and 4-16]

- 1) The information he has provided will result in timely and effective COA development and analysis.
  - 2) The commander's vision of the operation is imparted to the staff.
  - 3) The guidance provided does not overly restrict staff initiative or inhibit ideas.
- e. The battalion commander, when required, employs the MDMP in a time-constrained environment and issues planning guidance that: [FM 101-5, pp. 4-16; FM 6-20-10, Chap 2; AN]
- 1) Shortens planning time by giving more detailed and directive guidance.
  - 2) Adds focus to staff planning by stating options he does not want the staff to consider.
  - 3) Describes restrictions on planning and employment of fires. [AN]
  - 4) Establishes requirements for updating battalion staff running estimates with specific information. [AN]
  - 5) Enables the battalion staff to develop and implement measures to collect CCIR. [AN]
6. **The battalion commander and staff prepare estimates.** [FM 101-5, p. 4-4]
- a. The battalion commander performs the commander's estimate concurrently with the staff's preparation of their estimate. [FM 101-5, p. 4-3]
- 1) The battalion commander integrates information from the mission analysis process into his updated commander's estimate which began at receipt of mission.
  - 2) The battalion commander continues to refine and maintain his updated estimate over the duration of the operation.
  - 3) The battalion commander, during this task, focuses on information related to paragraphs 1 and 2 of the commander's estimate:
    - a) Mission.
    - b) The situation and COAs.

- b. Each battalion staff member prepares a staff estimate in his area of responsibility: [FM 101-5, pp. 3-85; C-1-26]
  - 1) Each battalion staff member begins the formal development of his estimate as early as possible (no later than receipt of the division WARNO). [AN]
  - 2) Each battalion staff member continually performs estimate activities: [FM 101-5, p. 4-4, C-3]
    - a) Collect, analyze, and validate information.
    - b) Consider the human dimension of battle, aspects which affect a soldier's ability to perform.
      - (1) Technical competency.
      - (2) Tactical proficiency.
      - (3) Cohesive state.
      - (4) Resiliency.
      - (5) Morale.
      - (6) Confidence.
      - (7) Motivation.
      - (8) Resolve.
      - (9) Capability.
      - (10) Strength for decisive operations.
      - (11) Battlefield stress management.
  - 3) Each battalion staff officer continuously analyzes how factors in each of their respective fields of interest will influence mission accomplishment. [FM 101-5, p. 4-4]
  - 4) Battalion staff officers continuously consult with other staff officers to obtain critical, relevant, and accurate information. [FM 101-5, p. 4-4]
  - 5) Battalion staff officers develop and maintain estimates that are forward looking and predictive of the enemy. [FM 101-5, p. C-2]

- 6) Each staff estimate focuses on identifying and answering the battalion CCIR. [FM 101-5, p. C-4]
  - 7) The battalion staff officers present their estimate orally when required. [FM 101-5, p. 4-4]
- c. The battalion S2 prepares paragraphs 1-4 of the intelligence estimate (for detailed description of S2 estimate development, refer to BF 1). [ARTEP 6-115-MTP, Task 06-3-01-2520]
- 1) The S2 section coordinates with higher-level staff sections to receive available information as early as possible, including: [ARTEP 6-115-MTP, Task 06-3-01-2510, 2511, 2512]
    - a) Weather.
    - b) Intelligence.
    - c) Topography.
    - d) Known enemy OB.
  - 2) The S2 section prepares the intelligence estimate to include: (The S2 will prepare the intelligence estimate once the IPB tasks are completed; see BF 1 for detailed tasks associated with IPB.) The FA battalion S2 expands intelligence products of the supported unit, particularly the IPB, to focus on fire support issues and survivability issues for the FA battalion.
    - a) Mission. The restated mission will be derived from the battalion commander approved restated mission. (see Task 3 of this analysis, for detailed tasks associated with mission analysis.)
    - b) Area of operations and area of interest (based on IPB and intelligence annex to higher headquarters OPORD/operations plan [OPLAN]).
    - c) Enemy situation (based on IPB and intelligence annex to higher headquarters OPORD/OPLAN).
    - d) Enemy capabilities.
      - (1) Estimates, with the CMLO, the effects of enemy-delivered smoke munitions and NBC weapons on friendly operations.
      - (2) Provides the CMLO with an estimate of the enemy's ability to launch NBC operations.

- (3) Coordinates with the S4 to assess the impact of enemy capabilities on battalion logistical operations.
  - (4) Recommends essential elements of information on enemy capabilities that have major impact on CSS activities.
- e) Conclusions.
- 3) The S2 makes recommendations to the battalion commander and provides information to other battalion staff officers, based on formulated conclusions concerning the effect of the AO on:
  - a) Friendly and enemy fires.
  - b) Probable enemy COA.
  - c) Enemy vulnerabilities the battalion can exploit.
  - d) The feasibility of various friendly COAs (once developed).
  - e) Status of intelligence collection assets.
- 4) The S2 establishes criteria for modification of the supported unit MCOO to focus on issues that affect fire support such as:
  - a) Site to crest.
  - b) Intervening crests.
  - c) Howitzer cant.
  - d) Soil composition (Spade/baseplate emplacement).
  - e) Intervisibility lines.
  - f) Mobility corridors.
  - g) Avenues of approach.
    - (1) Avenues of approach expanded to carry through artillery position areas.
    - (2) Expanded to platoon/company size units.
    - (3) Include enemy reconnaissance units avenues of approach.  
[AN]

- 5) Using the expanded MCOO, the S2 can then template all possible battery size position areas.
- d. The battalion S3 prepares paragraphs 1 and 2a and b of the operations estimate, which include: [FM 101-5, p. C-16]
- 1) Mission (restated mission from mission analysis). (See Task 3, of this analysis for detailed tasks associated with mission analysis.) [FM 101-5, p. C-16]
  - 2) The situation and COA. [FM 101-5, p. C-16]
    - a) Considerations affecting the possible COAs. [FM 101-5, p. C-16]
      - (1) Operations to be supported.
      - (2) Characteristics of the AO.
        - (a) Weather.
        - (b) Reviews and incorporates terrain analysis.
        - (c) Other pertinent factors such as safety and accident prevention; political and psychological analysis.
      - (3) Enemy situation. The S3 reviews and incorporates the enemy situation based on input from S2.
      - (4) Friendly situation. The S3 determines friendly situation using input from all coordinating and special staff and subordinate units.
        - (a) The battalion S3, with the battalion S2, FDO, BAO and Bn SO, determines the locations and status of battalion units and fire support assets.
          - 1 By using the MCOO and the critical targets by phase.
          - 2 Optimal range of available munitions mix (BAO/FDO).
          - 3 Line of site determination for communications (Bn SO).
          - 4 Intervening crest-site to crest considerations (FDO).

- (b) The battalion S3 determines combat capabilities of battalion units. [FM 101-5, p. C-8]
    - (c) The battalion S3 determines locations, status, and mission of supporting units. [FM 101-5, p. C-9]
    - (d) S3 assessment of battalion capability to conduct operations.
  - (5) Determines relative combat power.
  - (6) Identifies enemy capabilities. [FM 101-5, p. C-20]
- b) Anticipated difficulties.
- e. The battalion S3 section prepares staff estimate concerning OPSEC measures.
  - 1) Coordinates with the S2 to establish the OPSEC database.
    - a) Coordinates with S2 section immediately to determine enemy reconnaissance capability for force security battle.
    - b) Establishes current status of U.S. military AO.
    - c) Assists in development of friendly force profiles by determining:
      - (1) Signatures.
      - (2) Patterns.
      - (3) Indicators.
      - (4) Maintains up-to-date friendly force profiles for the following activities:
        - (a) Intelligence operations.
        - (b) Logistical operations.
        - (c) Tactical operations and maneuver.
        - (d) CP operations.
        - (e) Communications operations.
        - (f) Electro-optics (laser and infrared) operations.
  - 2) Develops EEFI.

- a) Determines sensitive aspects of the operation.
  - b) Identifies those aspects of the operation, which if known by the enemy, will allow him to develop measures to counter friendly intended operations.
  - c) Receives recommendations for EEFI from the S2.
- 3) Provides vulnerability assessment.
- a) Determines friendly events, operations, and activities that are susceptible to enemy collection.
  - b) Determines the probability of enemy success in interpreting friendly signatures, patterns, and indicators.
  - c) Identifies vulnerabilities by comparing the friendly force profiles to the enemy collection capability.
  - d) Compiles listing of vulnerable aspects of the operation.
- 4) Conducts risk analysis and selects EEFI.
- a) Determines the risks (loss of time, equipment, manpower, and objectives) associated with an operation if the enemy is able to collect those identified vulnerable aspects of an operation.
  - b) Determines the costs (manpower time, equipment, and objective) of OPSEC measures assigned to identified vulnerable aspects of the operation.
  - c) Determines the probable benefits (reductions in risks) of implementing OPSEC measures.
  - d) Compares cost and benefits of implementing OPSEC measures versus the impact if the enemy exploits the vulnerability.
  - e) Lists vulnerable aspects of the operation that warrant OPSEC measures.
  - f) Selects EEFI.
- 5) Directs implementation and evaluation of OPSEC measures.
- a) Considers the EEFI.
  - b) Determines availability of assets to implement OPSEC measures.



- (1) SIGSEC measures.
    - (2) Physical security measures.
    - (3) Information security measures.
  - c) Determines enemy intelligence collector's weaknesses and vulnerabilities.
  - d) Evaluates OPSEC effectiveness.
  - e) Lists OPSEC measures in use.
  - f) Requests evaluation resources.
  - g) Compiles data.
  - h) Determines effectiveness.
- f. The brigade FSO prepares paragraphs 1 and 2a of the fire support estimate, which include: [FM 101-5, p. C-12; ARTEP 6-115-20-MTP, Task 06-3-02-1300]
- 1) Restated battalion mission and task organization of subordinate forces.
  - 2) The situation and considerations.
    - a) Situation.
      - (1) Intended disposition of major elements of the brigade.
      - (2) Special fire support requirements by phase of battle.
      - (3) Movement and availability of fire support assets.
    - b) Considerations.
      - (1) The brigade FSO determines the artillery ranges to division and brigade targets. [FM 6-20-1, p. 3-9; FM 6-20-40, p. 2-11, A-3; FM 6-20-50, p. 2-11; FN-FA School]
      - (2) The brigade FSO requests from DS FA battalion S3 current and projected operational status of DS and supporting FA systems, including: [FM 6-20, p. 3-8; AN]
        - (a) Tubes (by caliber, number). [FM 6-20-1, p. 3-7, A-3; AN]
        - (b) Number and location of firing batteries. [FN-NTC]

- (c) Ammunition on hand. [FM 6-20-1, p. 3-9; AN]
  - (d) FDCs. [FM 6-20-1, Chap 3; AN]
  - (e) Number and location of radars. [FM 6-20-1, p. 3-9; FM 6-20-40, p. 2-11; FM 6-20-50, p. 2-11; AN]
  - (f) Numbers and locations of FIST-Vs, COLTs, and other observer/target acquisition systems. [FM 6-20-1, p. 3-9; FM 6-20-40, p. 2-11; FM 6-20-50, p. 2-11; AN]
  - (g) Digital communications systems. [AN]
  - (h) Number of PADS. [AN]
- (3) Availability and status of other fire support resources including:
  - (a) Number and locations of TF mortar platoons.
  - (b) Sources of NSF and support relationships.
  - (c) Tactical air support.
  - (d) Army aviation support.
  - (e) EW and intelligence controlled surveillance assets.
- 3) The brigade FSO coordinates with the FSCoord and the DS FA battalion S3 to determine FA terrain requirements both within and outside the brigade AO. [AN]
- 4) The FSO, as part of the brigade targeting team, conducts TVA to produce HPTL and AGM. [FM 6-20-40, pp. G-2 and G-6]
- 5) The FSO fully coordinates all aspects of the estimate with the battalion S3 and provides a copy to the S3 to support preparation of the FASP. [AN]
- g. The CMLO prepares the NBC estimate, which includes: [ARTEP 71-3-MTP]
  - 1) Available battalion NBC defense capabilities.
    - a) Available chemical unit support.
      - (1) Smoke platoon.

- (2) Decontamination units/sites.
    - (3) NBC reconnaissance vehicles.
  - b) Status of NBC personnel.
  - c) On hand NBC defense equipment.
  - d) Current status of NBC CL V.
    - (1) Fog oil.
    - (2) Smoke pots.
    - (3) Incendiaries.
- 2) Assessment of NBC defense capabilities.
- 3) Estimates (with the battalion S2) the effects of enemy-delivered smoke munitions and NBC weapons on friendly operations.
- 4) In conjunction with the battalion S2, provides an estimate of the enemy's ability to launch NBC operations.
- 5) In conjunction with the battalion S3 section, considers location for possible decontamination sites and coordinates with brigade S3 for support.
- h. The battalion S4 section prepares paragraphs 1 and 2a of the logistics estimate. [ARTEP 6-115-MTP, Task 06-3-01-6430/10f]
  - 1) The S4, in conjunction with the FSB commander and staff, prepares a logistical staff estimate which includes: [FM 101-5, p. C-41]
    - a) Mission (repeats the restated FA battalion mission).
    - b) The situation and considerations.
      - (1) Intelligence situation:
        - (a) Incorporates the enemy situation based on input from the battalion S2.
        - (b) Includes effects of CI on logistics activities.
        - (c) Includes the impact of weather conditions, both present and forecasted, on CSS activities.

- (2) Tactical situation: reviews friendly situation based on the battalion commander's guidance and input from the battalion S3.
- (3) Personnel situation.
  - (a) Incorporates the CSS personnel situation based on input from the battalion S1.
  - (b) Coordinates with the battalion S1 to identify changes in the personnel situation that could impact on logistical support to the battalion.
- (4) Combat service support situation.
  - (a) Maintenance.
    - 1 DA Form 2406 report (maintenance status report).
    - 2 Repair parts (CL IX).
    - 3 Maintenance asset locations and activities (BSA, field trains).
    - 4 Key maintenance personnel status.
    - 5 Available DS and GS support.
    - 6 Assessment maintenance capabilities to support operations.
    - 7 Maintenance status (current, projected) of fire support units is determined. [FM 71-123, p. 8-7; FN-3/24 ID]
  - (b) Supply.
    - 1 CL I, II, III, IV, V, and VII (logistics status report).
    - 2 Logistics asset locations and activities (BSA, logistic nodes).
    - 3 Key logistics personnel status.
    - 4 Available DS and GS support.

- 5 Coordinates with augmenting units to identify requirements for nonstandard supplies or repair parts.
- 6 S4's assessment of capabilities in terms of supply strengths and weaknesses.
- 7 CL V requirements for the DS FA battalion and subordinate mortar platoons are computed and determined, including CSR and RSR. [FM 6-20, p. 3-8; FN-3/24 ID]

- (c) Services.
- (d) Transportation.
- (e) Labor.
- (f) Facilities and construction.
- (g) Health service support (HSS).
- (h) EPW operations.
- (i) Other.
- (j) Determines specific logistics requirements.
- (5) Determines assumptions impacting on battalion logistics.

- 2) The battalion S4 develops an initial assessment of CSS capability to support the battalion.
- 3) Submits the logistics estimate to the battalion S3, battalion XO, and the FSB commander.

i. The battalion S1 section prepares paragraphs 1 and 2 of the personnel estimate: [ARTEP 6-115-MTP, Task 12-1-C408]

- 1) Mission (repeats the restated battalion mission).
- 2) The situation and considerations.
  - a) Intelligence situation.
    - (1) Characteristics of the area of operations.

- (2) Enemy strengths and dispositions.
- (3) Enemy capabilities.
- b) Tactical situation. Reviews the tactical situation using information obtained from the commander's planning guidance and the S3.
- c) CSS situation. Determines the impact of METT-T on personnel service support requirements. Analyzes the personnel service support situation and determines its impact on soldiers, units, and mission accomplishment.
- d) Reviews the civil-military and logistics situations. States their likely influence on personnel service support operations.
- e) Troop preparedness situation portion of the personnel estimate to include:
  - (1) Unit strength. [ARTEP 6-115-MTP, 12-1-C408/2b.(5)(a)]
    - (a) Personnel strength (personnel status report) by unit by military occupational specialty (MOS).
    - (b) Key personnel status.
    - (c) Determines critical MOS replacement requirements and priorities for the battalion.
  - (2) Replacement information (critical individual and crew replacements and location of replacement processing unit).
  - (3) Soldier personal readiness (morale, organizational climate, esprit de corps, and factors which influence them).
  - (4) Factors affecting the stability and human potential of individual soldiers, teams, and crews to accomplish the mission.
  - (5) Factors that define the organizational climate to include:
    - (a) Communications effectiveness within the chain of command.
    - (b) Performance and discipline standards.
    - (c) Organizational stress.

- (d) Supervision.
    - (e) Human relations.
  - (6) Factors that define soldier, leader, and unit commitment to include:
    - (a) Morale.
    - (b) Motivation.
    - (c) Confidence.
    - (d) Trust.
  - (7) Cohesion factors to include:
    - (a) Esprit.
    - (b) Teamwork.
- f) The battalion S1 coordinates with other staff officers to exchange information relevant to the preparation of the staff estimates. [ARTEP 6-115-MTP, Task 12-1-C408/2d]
- g) The battalion S1 briefs the personnel estimate to the commander and staff. [ARTEP 6-115-MTP, Task 12-1-C408/2e]
- h) The battalion S1 updates the personnel estimate based on commander's restated mission and as specific planning guidance becomes available. [ARTEP 6-115-MTP, Task 12-1-C408]
- j. The battalion surgeon prepares the medical estimate.
  - 1) The battalion surgeon identifies the FA Bn mission.
    - a) States overall HSS mission.
    - b) Analyzes mission of the battalion from a health service support viewpoint.
  - 2) The battalion surgeon states situation and considerations consisting of facts, assumptions, and deductions that affect the successful support of an operation.
  - 3) The battalion surgeon collects data on the following:

- a) Enemy situation.
- b) Friendly situation.
- c) Characteristic of area (such as terrain, weather, civilian population, local resources, flora, and fauna).
- d) Strength to be supported.
- e) Health of command.
  - (1) Acclimation of troops.
  - (2) Presence of disease.
  - (3) Status of immunizations.
  - (4) Adequacy of clothing and equipment.
  - (5) State of morale, training, and physical fitness.
  - (6) Managing returned to duty personnel.
- f) Oral health of command.
- g) Special factors (such as NBC or combat stress).
- 4) The battalion surgeon analyzes HSS.
  - a) Compares the estimated requirement of command and the support means available.
  - b) Performs patient estimate to include mass casualty estimates.
  - c) Calculates support requirements.
  - d) Considers resources and support available.
    - (1) Computes casualty evacuation capability. [AN]
    - (2) Computes hospital bed capacity from forward clearing stations through to division rear hospitals. [AN]
- k. The Bn SO prepares the communications estimate, which includes: [ARTEP 6-115-MTP, Task 06-3-01-2120]
  - 1) Current communications status.



- a) Secure and non-secure radio communications.
- b) Retransmission capability.
- c) Land line capability.
- d) Satellite communications capability.
- e) Communications with higher and adjacent units.
- 2) Communications links from battalion CPs to brigade CPs, subordinate unit CPs, and TF FSEs.
- 3) Communications equipment status (secure and non-secure).
- 4) SOI information.
- 5) Availability of communications personnel.
- 6) Communication requirements for CPs (current and projected locations).
- 7) Enemy electronic and communications capabilities.
- 8) Constraints, e.g., equipment capabilities (ranges, frequency ranges, dead spaces, atmospheric conditions).
- 9) Current command/control requirements.
  - a) Location and activities.
    - (1) Battalion TOC.
    - (2) Battalion ALOC.
    - (3) Battalion BSOC.
    - (4) Adjacent unit CPs.
    - (5) Brigade TOC.
    - (6) Brigade tactical CP.
  - b) Retransmission status.
    - (1) Positioning.
    - (2) Equipment serviceability and capability.

- 10) The Bn SO states the assessment of the communications and signal capability to support the battalion operation.
  - l. The battalion S3 directs the staff to continuously maintain and update forward oriented (in time and space) workstation charts and information. [FM 101-5, p. C-2]
  - m. The battalion commander requests information at any time to update his own commander's estimate. [FM 101-5, p. c-2]
7. **The battalion commander and staff develop course(s) of action.** [FM 101-5, p. 4-26; FM 71-123]
- a. The battalion commander provides guidance to the staff which facilitates COA development; guidance ranges from: [FM 101-5 p. 4-26]
    - 1) The development of two or more COAs for every enemy COA.
    - 2) Limiting COA development to only selected enemy COA.
    - 3) Developing only one enemy COA.
    - 4) The development of only battalion commander-directed COA.
    - 5) The use of the brigade COA and notes developed during parallel planning by the brigade staff.
  - b. The battalion commander attends the brigade's COA development and war-gaming or is represented by the brigade FSO and obtains:
    - 1) Selected brigade COAs (which become the basis for the battalion COA).
    - 2) Notes from the brigade's war-gaming to assist in the development of battalion COAs.
  - c. The battalion S3 ensures that COAs are developed by the staff that are based on the commander's guidance. [FM 101-5, p. 4-26 and App E, p. E-3]
  - d. The battalion S2 develops an enemy situation template (SIT TEMP) for each enemy COA to be war-gamed.
  - e. The battalion S3 leads the staff through COA development and: [FM 101-5, p. 4-46, E-3]
    - 1) Develops battalion's movement plan for each COA. [FM 101-5, p. 4-26; FN-194 AR]

- 2) Provides COA sketches with proposed artillery position areas to other coordinating and special staff sections.
  - 3) Considers terrain management during development of COA. [FM 6-20-40, p. 2-19; FM 6-20-50, p. 2-18; AN]
  - 4) Considers the brigade selected COA and war-gaming notes.
- f. The battalion S3, in conjunction with the staff, develops COAs that are: [FM 101-5, p. 4-26 and App E, p. E-1]
- 1) Suitable:
    - a) Able to accomplish the mission.
    - b) Focused on the restated mission.
    - c) Complies with the higher commander's intent.
  - 2) Feasible: unit has required resources.
  - 3) Acceptable in terms of loss of personnel, time, or material; risk to mission accomplishment is within acceptable limits.
  - 4) Distinguishable, as identified at a minimum by:
    - a) The task organization.
    - b) The main effort.
    - c) The scheme of fire support.
  - 5) Complete, in that it addresses:
    - a) Who: Forces which will execute the action.
    - b) What: Type of action contemplated to include battalion mission essential tasks.
    - c) When: Time the action begins.
    - d) Where: Location of sector or zone.
    - e) How: Method of conducting the operation using major available assets, to include the task and purpose for the main and supporting efforts.
    - f) Why: Purpose of the action and the battalion commander's intent.

- g. The battalion S3, in conjunction with the staff, develops COAs that integrate:  
[CGSC Student Text 101-5, p. 3-1]
  - 1) The battalion's mission.
  - 2) The higher commander's intent and guidance.
  - 3) The battalion commander's guidance.
  - 4) The task organization.
  - 5) The brigade and DS FA battalion CCIR.
  - 6) The battlefield organization.
  - 7) The battalion essential tasks.
  - 8) Effective use of C2.
  - 9) Enemy use of weapons of mass destruction.
  - 10) Combat service support considerations.
- h. The battalion S3 leads the entire staff in developing COAs by using the following steps: [FM 101-5, p. 4-26]
  - 1) Analyze relative combat power.
  - 2) Generate conceptual possibilities.
  - 3) Array initial forces.
  - 4) Develop the movement plan.
  - 5) Determine critical targets by phase of the brigade operation.
  - 6) Prepare COA statements and sketches.
- i. Each battalion staff officer integrates his BOS COA into the battalion S3's COAs.  
[FM 101-5, p. 4-26]
  - 1) The battalion S1 identifies personnel COAs which can support the scheme of maneuver identified by each S3 COA.
  - 2) The battalion S2 identifies threat COA.
  - 3) The battalion S4 identifies logistics COAs which can support the scheme of maneuver identified by each S3 COA.

- 4) The Bn SO identifies COA to support each S3 COA.
- 5) The battalion surgeon identifies COAs to support each S3 COA.
  - (a) Considers all support requirements and resources available.
  - (b) Determines major COAs which will support the commander's operational plan and accomplish the HSS mission.
  - (c) Expresses COA in terms of what, when, where, how, and why.
- 6) The CMLO identifies NBC COAs which can support the scheme of maneuver identified by each S3 COA. [AN]
- j. The battalion commander, when required, employs the MDMP in a time-constrained environment to develop COAs by: [FM 101-5, p. 4-44]
  - 1) Limiting the number of COAs to be considered.
  - 2) Giving the staff a specific COA.
  - 3) Giving the staff more specific guidance on how to develop COA(s).
  - 4) Remaining with the staff and develop the COA(s).
  - 5) Developing the COA(s) personally.
- k. The brigade FSO participates in brigade targeting team efforts during COA development. [AN]
8. **The battalion commander and staff analyze course(s) of action.** [FM 101-5, p. 4-28]
  - a. The battalion commander analyzes COA(s) alone or in conjunction with the staff. [FM 101-5, p. 4-43, p. F-2]
  - b. The battalion S3 and staff conduct the war game following these steps: [FM 101-5, or CGSC Student Text (ST) 101-5; AN]
    - 1) Gather the tools:
      - a) Post commander's COA, with AO, on a map.
      - b) Post enemy SIT TEMP.
      - c) Post current friendly unit dispositions.
      - d) Post MCOO.

- e) Post position area overlay.
- 2) List all fire support and target acquisition units in brigade AO.
  - a) Organic, assigned, attached, reinforcing, CSS.
  - b) GS/GSR units.
  - c) Constraints and restrictions from higher headquarters.
  - d) Priority of support.
  - e) Combat multipliers.
  - f) Enemy critical events list. [FN-NTC]
- 3) List the assumptions.
  - a) Assumptions from higher headquarters OPLAN.
  - b) Enemy options and activities.
  - c) Friendly strengths and activities.
- 4) List known critical events, anticipated DPs, and trigger events from current position to final objective.
- 5) List significant factors.
  - a) Massing fires at vital points and prescribed times.
  - b) Providing continuous fires for committed force.
  - c) Supporting the brigade plan.
- 6) Select the war-gaming method.
  - a) The belt technique.
  - b) The avenue in depth technique.
  - c) The box technique.
  - d) Any other technique in which the commander and staff are trained.
- 7) Select a technique to record and display war game results.
  - a) The narrative technique.

- b) The sketch note technique.
  - c) A synchronization matrix.
- 8) War-game the battle and assess the results.
- c. The battalion S2 provides the enemy commander's perspective during the war game and:
  - 1) Role plays the enemy commander during the war game.
  - 2) Ensures that the staff fully addresses friendly responses for each enemy COA by trying to win the war game for the enemy.
  - 3) Displays the enemy DST and/or synchronization matrix for each enemy COA.
  - 4) States information requirements to support DPs.
  - 5) Displays enemy NAIs that will support enemy TAIs and DPs.
  - 6) Refines enemy SIT TEMPs.
  - 7) Participates in targeting conferences.
  - 8) Describes enemy reactions, predicts losses, verifies friendly NAIs, TAIs and HVTs.
- d. The battalion S3 presides over the war-gaming of each selected COA and ensures that: [FM 101-5, p. 4-26]
  - 1) Each COA is war-gamed against selected enemy COA.
  - 2) Entire staff is present.
  - 3) Staff members have current estimate for their areas of responsibility.
  - 4) Staff members have planning factor tools to enable them to compute resources consumed during the war game.
  - 5) War-game addresses combat ratios of friendly and enemy forces throughout the battle.
  - 6) War-game notes are kept by means of a synchronization matrix.
  - 7) War-game notes are kept to use to develop the FASP.
  - 8) Advantages and disadvantages are listed as they become obvious.

- 9) The entire battalion staff actively participates in the war game.
  - 10) Staff remains unbiased towards a specific COA.
  - 11) Premature conclusions are not drawn.
  - 12) Comparing one COA with another is avoided.
  - 13) Feasibility is continually assessed and analysis is stopped if COA becomes unfeasible.
- e. The DS FA battalion commander and the battalion staff fully analyze (war-game) each COA and determine: [FM 101-5, p. 4-29, p. F-19]
- 1) General.
    - a) Refinements or modifications of selected COA.
    - b) Requirements for force protection.
    - c) An estimate of battle duration for each critical event as well as the entire battle.
    - d) Projection of critical targets and attack criteria for each by critical event.
    - e) Identification of additional fire support required to service designated HPTs.
    - f) Verification of sensor taskings to provide targetable intelligence in a timely manner for required HPTs (Brigade BF 15, 18).
    - g) Requirements to eliminate fratricide.
    - h) Identify additional requirements for CS.
    - i) Identification of strengths and weaknesses.
    - j) The brigade deep, close, and rear battles are considered during the war-gaming.
  - 2) C2.
    - a) Clearly identified commander's vision of the battle.
    - b) All major battlefield events anticipated.
    - c) Synchronization requirements.



- d) Required coordination with adjacent units.
- e) Communication requirements and priorities. [ARTEP 6-115-MTP, Task 06-1-01-4100]
  - (1) Ability to support tactical operations and the impact of current and planned operations on communications support.
  - (2) Implementation of offensive EW policies and procedures.
  - (3) OPSEC requirements and implementation of SIGSEC measures.
  - (4) Determination of CP locations.
  - (5) Communications aspects of CP locations.
  - (6) Recommended sites for CPs and headquarters.
- f) Command relationships.
- g) Identification of C2 requirements.
  - (1) For DS FA C2 positioning.
  - (2) To overcome enemy interference of friendly C2.
  - (3) To minimize effect of destruction of friendly CPs.
  - (4) Chain of command replacement.
  - (5) Sequence of command.
  - (6) Continuity of operations.
- h) CCIR and PIR.
- i) DPs.
- j) Critical events.
- k) Requirements to eliminate fratricide.
- 3) Intelligence.
  - a) NAIs.
  - b) TAIs.

- c) Counter-reconnaissance requirements.
  - d) HPTs.
  - e) Optimal times and locations to maximize enemy casualties and force destruction.
  - f) Ways and means to separate attacking enemy echelons.
  - g) Ways and means to disrupt enemy formations.
  - h) Ways and means to force enemy into areas consistent with the brigade commander's intent.
- 4) Maneuver.
- a) Missions and tasks assigned to TFs.
  - b) Task organization requirements.
  - c) Deception and surprise requirements.
  - d) Branches and sequels to maneuver scheme.
  - e) Counter-reconnaissance requirements.
  - f) Scheme of maneuver:
    - (1) Engagement areas.
    - (2) Control measures.
    - (3) Passage of lines.
    - (4) Battle phasing (if appropriate).
    - (5) Positioning of batteries in support of TF plans.
    - (6) Terrain (e.g., battery locations) requirements and assignment to battalion elements.
    - (7) Identification of tasks for battalion elements.
    - (8) Missions and tasks assigned to Army aviation units and their schemes of maneuver. [ARTEP 71-3 MTP, Task 71-3-3011/1]
    - (9) Gap crossing requirements.

- g) Integration of deep fires to support the brigade scheme of maneuver. [ARTEP 71-3 MTP, Task 71-3-3008/1]
  - (1) Times, locations, and events for deep battle handover between the division and the brigade are determined. [AN]
  - (2) Times, locations, and events are selected from which brigade subordinate units will accept close battle responsibilities.
- h) Rear operations integrated into the brigade scheme of maneuver.
  - (1) Fire planning and fire support coordination in brigade rear area.
  - (2) Level of threat.
  - (3) Available fire support means.
- i) Effects of limited visibility on maneuver and movement.
- j) Requirements impacting on deconfliction of fire support with Army aviation operations.
  - (1) A2C2.
  - (2) Army aviation unit and forward arming and refuel point(s) locations.
  - (3) FA locations and targets.
  - (4) RPV launch and recovery sites and flight paths.
  - (5) SEAD.
  - (6) JAAT.
- k) Continuous assessment of DS FA battalion subordinate unit's strength throughout the war game.
- 5) Fire support.
  - a) Updated HPT list.
  - b) AGM.
  - c) Priority for lethal and nonlethal fire support effort.

- d) Employment of special munitions.
  - (1) FASCAM fires are determined and synchronized with other indirect fires. [ARTEP 71-3-MTP, Task 71-3-8003/3a; FM 6-20-40, p. 3-19, H-1; FM 6-20-50, p. 3-19, I-1]
  - (2) Obscurant fires are determined and synchronized with other indirect fires. [FM 6-20-40, p. 3-19, H-17; FM 6-20-50, p. I-16]
  - (3) Copperhead and other PGM are planned and synchronized with other indirect fires. [FM 6-20-40, p. H-22; FM 6-20-50, p. I-12]
  - (4) Illumination fires are determined and synchronized with other indirect fires. [FM 6-20-40, p. 3-19]
- e) Fire support massing integration with maneuver and priorities. The synchronization of fires with maneuver is accomplished during brigade planning by integrating the decide, detect, deliver, and assess methodology into the brigade commander's tactical decision-making process (DMP). The war-gaming process must use the brigade DST to develop the FSEM.
- f) Indirect fires in support of brigade SEAD operations. [ARTEP 71-3-MTP, Task 71-3-3011/2b]
- g) Opportunities to obscure enemy observation posts (OPs), target acquisition assets, and direct fire systems through lethal and nonlethal fires.
- h) Lethal and nonlethal fires planned in the brigade deep battle; desired effects of deep fires are: [FM 100-5, p. 6-14]
  - (1) Restrict the enemy commander's freedom of action. [FM 100-5, p. 6-14]
  - (2) Reduce and eliminate the enemy commander's ability to implement coherence and tempo in his command and control. [FM 100-5, p. 6-14]
  - (3) Attrit the enemy force or selected parts of it in order to ensure that brigade units involved in the close battle have sufficient combat power to accomplish designated missions. [FM 100-5, p. 6-14]

- (4) Create opportunities and advantages the brigade can exploit. [FM 6-20, p. 3-10]
- i) Deep battle targets selected, which may include: [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
  - (1) Enemy second-echelon forces. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
  - (2) Enemy C3 facilities. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1; FM 6-20, p. 3-10]
  - (3) Enemy reserves, counterattack forces, and follow-on forces. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
  - (4) Routes and avenues of approach enemy second echelon, reserves, and follow-on forces will use to move into the battalion close battle area. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
  - (5) Enemy logistics sites. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
- j) Lethal and nonlethal fires synchronized to shape the brigade's close battle by: [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
  - (1) Disorganizing, delaying, weakening, and canalizing the enemy as they enter the brigade's close battle area. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
  - (2) Stripping away enemy reconnaissance, surveillance, and target acquisition elements. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1; FM 6-20, p. 3-10]
  - (3) Impairing enemy C2 by causing vehicles to button up and by destroying vehicle optics and antennas. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
- k) Lethal and nonlethal fires planned and synchronized to support brigade R&S operations; desired effects of fires are to: [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
  - (1) Suppress enemy forces engaging brigade R&S forces. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]

- (2) Protect the movement and infiltration of R&S forces and target acquisition assets. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
- (3) Inflict casualties and force enemy units to deploy early and reveal the enemy's main attack. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
- (4) Reduce the enemy's capability to gain information by eliminating enemy reconnaissance forces and intelligence-gathering assets. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
- (5) Deceive the enemy as to the location of brigade units. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
- (6) Slow and canalize enemy movement to provide better targets for maneuver direct fire systems. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
- (7) Suppress enemy direct and indirect fire weapons. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
- (8) Use attack guidance and DST to develop appropriate triggers for the FSEM to synchronize fires.
- l) Lethal and nonlethal fires planned and synchronized to support brigade offensive operations. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
  - (1) Fires are planned for terrain that will be traversed by brigade units; desired effects are to: [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
    - (a) Suppress, neutralize, or destroy enemy OPs and target acquisition systems. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
    - (b) Suppress, neutralize, or destroy enemy direct fire systems. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
    - (c) Deny enemy attack helicopters use of potential attack positions. [FN-NTC]

- (d) Suppress, neutralize, or destroy enemy elements that are to be bypassed. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
- (2) Fires planned on flanks; desired effects are to: [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
  - (a) Protect brigade units during movement. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
  - (b) Reduce the number of brigade units committed to flank security. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
- (3) Fires planned on brigade objectives; desired effects are to: [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
  - (a) Concentrate fires to suppress, neutralize, and destroy forward enemy elements. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
  - (b) Create points of penetration into enemy defenses. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
  - (c) Suppress enemy forces which will respond to penetrations or breakthrough of enemy positions. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
  - (d) Assist brigade forces to maneuver to positions to provide direct fires against enemy forces in the defense. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
- (4) Use attack guidance and DST to develop appropriate triggers for the FSEM to synchronize fires.
- m) Lethal and nonlethal fires planned and synchronized to support brigade defensive operations. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
  - (1) Fires are planned in the main battle area (MBA); desired effects are to: [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
    - (a) Deny the enemy information about brigade units and intentions by reducing capabilities of enemy reconnaissance and intelligence-gathering elements. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]

- (b) Inflict maximum enemy casualties at choke points and obstacles. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
  - (c) Canalize the enemy, deny enemy use of terrain, and cause the enemy to deploy early and reveal the main attack. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
  - (d) Delay, disrupt, suppress, and destroy enemy direct and indirect fire weapons throughout the brigade sector. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
  - (e) Isolate forward enemy units from follow-on forces in the MBA. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
- (2) Fires are planned to support disengagement of brigade elements; desired effects are to: [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-19]
  - (a) Increase tempo of battle to create opportunities for brigade units to disengage. [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-20].
  - (b) Allow brigade units to withdraw from positions without being effectively hindered or delayed. [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-20]
  - (c) Support repositioning and movement of brigade units to other positions. [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-20]
  - (d) Support brigade counterattack forces. [AN]
- (3) Use attack guidance and DST to develop appropriate triggers for the FSEM to synchronize fires.
- n) Lethal and nonlethal fires planned and synchronized to provide time and to assist brigade units in their consolidation (of objectives, of positions) and reorganization. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
- o) Fire support assets allocated to provide support to the rear battle and defense of brigade rear area units. [FM 6-20, p. 3-11; FN-NTC]



- p) Critical fire support tasks, by phase, must be synchronized with target acquisition requirements, positioning of delivery systems, prioritization of tasks, and triggers as required. A non-doctrinal tool to manage this information is the observer plan. [AN]
- q) Determination of FSCM to support the synchronization of indirect fires. [FM 6-20-40, p. E-1; FM 6-20-50, p. G-1]
- r) A2C2.
- s) Lethal and nonlethal fires to support SEAD.
- t) Lethal and nonlethal fires to execute JAAT.
- u) Lethal and nonlethal fires to attack AD related targets, e.g., UAV launch and control sites, attack helicopter attack positions.
- 6) Mobility/survivability.
  - a) Likely times and areas for enemy or friendly NBC events.
  - b) FASCAM employment.
  - c) Engineer effort integrated with maneuver and in accordance with commander's priorities.
  - d) Requirements for force protection.
  - e) Initial deployment of NBC decontamination units.
  - f) Determine MOPP.
  - g) Optimum times and locations for employment of smoke.
  - h) Location and extent of brigade directed obstacles.
  - i) The use of special munitions (e.g., FASCAM and smoke) must consider the following planning factors:
    - (1) Diversion of firing capability from delivery of lethal fires.
    - (2) Diversion of transportation to provide necessary munitions.
    - (3) Capability of other delivery systems (i.e., brigade mortars to provide smoke capability).
  - j) Engineer support for DS FA battalion mobility or survivability.

- 7) Air defense.
  - a) Air defense support and priorities.
  - b) Weapons status during battle phases.
  - c) Direct fire systems in air defense role.
  - d) Early warning requirements.
- 8) CSS.
  - a) Additional combat, combat support, and CSS required.
  - b) Medical support requirements:
    - (1) Casualty estimates.
    - (2) Medical evacuation (MEDEVAC) support.
    - (3) The battalion S4 section ensures location of medical facilities is integrated with the overall CSS plan.
  - c) CSS requirements:
    - (1) Critical classes of supply.
    - (2) Supply priorities.
    - (3) Maintenance support requirements and priorities.
    - (4) Transportation requirements and priorities.
  - d) Rear operations.
    - (1) Determines the level of threat (CL I, II, or III).
    - (2) Determines the positioning of critical rear area bases and base clusters/units to ensure support and enhance security.
      - (a) Positions trains away from main avenues of approach.
      - (b) Positions trains in easily defended area.
      - (c) Positions trains near reserve location.

- (d) Positions trains away from likely airborne or airmobile landing sites.
  - e) Determines locations of prepositioned stocks.
  - f) Determines requirements for obstacle material.
  - g) Determines varieties and quantities of electronic emissions.
  - h) Determines reconstitution requirements, if needed.
  - i) Assesses replacement operations.
  - j) Continuously assesses of battalion subordinate unit's CSS status throughout the war game.
  - k) Constantly compares required and available CSS to identify shortfalls and ways and means to eliminate or reduce the effect of these shortfalls.
- f. The battalion commander and key staff (e.g., XO, S3) determine acceptable level of risk based on COA selected following these steps: [FM 101-5, p. 4-31]
  - 1) Identify hazards and major events.
  - 2) Assess hazards.
  - 3) Make risk decisions.
  - 4) Implement controls.
- g. When war-gaming identifies additional required information, or if information is unclear, the responsible staff officer aggressively pursues needed information. [AN]
- h. The battalion commander, when required, employs the MDMP in a time-constrained environment by: [FM 101-5, p. 4-42]
  - 1) Personally performing all the steps of the war-gaming.
  - 2) Adhering to all the required principles.
  - 3) Having as many of the staff present with the commander as possible, given the tactical situation.
  - 4) Considering all elements of combat power.

- 5) Using less time consuming war-gaming methods such as the critical points (box method).
  - i. Once the battalion commander has selected the COA to be employed, the battalion S3 leads the staff in war-gaming branches of the COA selected. [CGSC Student Text 101-5, p. 4-32]
9. **The battalion staff compares courses of action.** [FM 101-5, p. 4-32]
- a. The battalion S3 supervises comparisons of COA by the staff and ensures: [FM 101-5, p. 4-32]
    - 1) Use of commander's previous guidance on comparison criteria.
    - 2) Use of directed criteria and prescribed weighting of factors to build a decision matrix.
    - 3) Selection of a battalion staff COA for recommendation to commander.
  - b. Each battalion staff officer prepares a COA decision matrix for his own BOS/area of responsibility. [FM 101-5, p. 4-32]
    - 1) The battalion S1 identifies the COA which can best be supported from the personnel standpoint based on a prepared COA decision matrix.
    - 2) The battalion S2 identifies the COA that is best supported from the intelligence standpoint based on a prepared COA decision matrix.
    - 3) The battalion S4 identifies COA that best supports the battalion operation from the logistical point of view based on a prepared COA decision matrix.
    - 4) The battalion S3 identifies the best COA from the operations standpoint based on a prepared COA decision matrix.
    - 5) The brigade FSO, at the brigade CP, develops a COA decision matrix and completes a comparison and states the COA that best supports the brigade operation from the fire support standpoint. [FM 6-20-40, p. 2-3; FM 6-20-50, p. 2-3; FM 34-130, p. A-7; FM 101-5, p. 4-28, F-34]
    - 6) The Bn SO develops a COA decision matrix and completes a comparison and states the COA that best supports the battalion operation from the communications standpoint.
    - 7) The battalion surgeon evaluates and compares COAs and records results on a COA decision matrix.

- a) Compares probable outcome of each COA to determine which one offers the best chance of success.
  - b) Compares all COAs listed in terms of significant advantages and disadvantages.
  - c) States conclusions.
  - d) States if mission can be supported.
  - e) States which COA can best be supported from the health service support standpoint.
  - f) Lists the limitations and deficiencies in the preferred COA that must be brought to the commander's attention.
  - g) Lists factors adversely affecting the health of the command.
- 8) The CMLO evaluates and compares COAs and records results on a COA decision matrix. [AN]
- c. The battalion S3 identifies the best COA to recommend to the battalion commander. [FM 101-5, p. F-38]
  - 1) Each battalion staff member presents his findings to the other staff members for consideration.
  - 2) The battalion S3 chooses which COA will produce battlefield success if the staff is unable to reach a decision.
  - 3) The battalion staff prepares necessary briefing charts for the COA brief to the commander.
  - 4) The staff prepares updated estimate notes for their respective staff area.
  - 5) The battalion S3 prepares a list of assumptions for each COA.
  - 6) The battalion S3 ensures that a COA sketch with implementing statements has been prepared for each COA.
  - 7) The battalion S3 ensures that the war game notes or worksheets are prepared.
- d. The battalion S3, with the staff present, briefs the battalion commander on the results of the staff COA comparison including: [FM 101-5, Chap 4, p. 4-33]
  - 1) The intent of higher headquarters.

- 2) The battalion restated mission.
  - 3) The status of battalion forces.
  - 4) The updated intelligence estimate.
  - 5) Own COAs to include:
    - a) Assumptions used in the war game.
    - b) Results of staff estimates.
    - c) Advantages and disadvantages of each COA.
  - 6) Recommended COA.
  - 7) Branches to each COA.
  - 8) Unresolved issues.
  - 9) Dissenting staff positions.
- e. The battalion commander makes a decision based on essential information and doctrinally sound solutions: [FM 101-5, p. 4-33 and 4-34]
- 1) The battalion commander remains unbiased.
  - 2) The battalion commander selects the COA he believes to be most advantageous to achieving success and accomplishing the battalion mission.
  - 3) The battalion commander reaches his decision based on:
    - a) His experience.
    - b) His trust and confidence in the capabilities of his command.
    - c) His estimate of the situation.
    - d) The inherent flexibility of the selected COA.
  - 4) The battalion commander may agree with the staff recommended COA, modify it, or select another COA.
  - 5) The battalion commander must consider the additional staff work required if other than the staff recommended COA is chosen.

- f. The battalion commander, once he has made his COA selection: [FM 101-5, p. 4-34 and 4-35]
  - 1) Refines the selected COA into a clear, concise statement of his intent, the general scheme of maneuver, and supporting fires for the operation.
  - 2) States the who-what-when-where-how and why associated with the COA.
  - 3) States the risk he is willing to accept to accomplish the mission.
- g. The battalion commander when required, employs the MDMP in a time-constrained environment by: [FM 101-5, p. 4-42]
  - 1) Having available generic COA decision/comparison matrices to save time.
  - 2) Reducing the number of comparison criteria.
  - 3) Being personally involved in the COA comparison process with the staff.
  - 4) Personally conducting the COA comparison.
- 10. **The battalion commander announces the course of action decision.** [FM 101-5, Chap 4, p. 4-33]
  - a. The battalion commander announces his decision to the staff by stating: [CGSC Student Text 101-5, p. 5-2; FM 101-5, p. 4-35]
    - 1) A clear, concise statement of his intent.
    - 2) A concept of operation.
    - 3) What supporting fires the operation will need.
    - 4) Specific command and support relationships.
    - 5) A clear designation of the main effort.
    - 6) How the command will defeat the enemy.
    - 7) The risk the commander is willing to accept.
  - b. The battalion commander and staff conduct reconnaissance to confirm selected COA and make necessary modifications. [FM 101-5, p. 4-54]
  - c. The battalion commander employs the MDMP in a time-constrained environment and announces his decision with the same precision, completeness, and clarity as in a more deliberate process. [FM 101-5, Chap 4, p. 4-44]

- d. The battalion commander decides what risk he is willing to accept to accomplish the battalion mission and: [FM 101-5, p. 4-35]
    - 1) Time permitting, discusses the risk with adjacent and higher units.
    - 2) Obtains higher headquarters' approval to accept any risk that might imperil the brigade commander's intent and mission.
  - e. The battalion S3 ensures that the staff captures the battalion commander's decision in its entirety. [AN]
11. **The battalion staff prepares a field artillery support plan.** [FM 101-5, Chap 4]
- a. The battalion commander and S3 conduct a quick mission analysis of the brigade OPOD and fire support plan prior to finalizing the FASP.
  - b. The battalion commander states the battalion task organization he desires to the staff, considering: [FM 101-5, Chap 4, p. 4-35]
    - 1) The existing battalion task organization and locations of elements.
    - 2) Specific unit strengths and weaknesses.
    - 3) Practical time considerations involved in the task organizing.
    - 4) COA war-gaming results that determined generic unit requirements.
  - c. The battalion commander specifies command and support relationships: [FM 101-5, Chap 4, p. 4-35]
    - 1) Command relationships include:
      - a) Organic.
      - b) Assigned.
      - c) Attached.
      - d) Operational control.
    - 2) Support relationships include:
      - a) DS.
      - b) GS.
      - c) GSR.



- d) Reinforcing.
- d. The battalion staff, under the supervision of the battalion S3, develops a WARNO based on results of COA analysis and commander's decision. The resulting WARNO: [FM 101-5, p. 4-74, AN]
  - 1) Initiates reconnaissance, advance party, and survey operations.
  - 2) Outlines the next operation.
  - 3) Updates other critical information.
  - 4) Addresses special requirements to particular units.
  - 5) Outlines CCIR.
  - 6) Provides task organization and effective time.
  - 7) Updates enemy situation (SIT TEMP).
  - 8) Initiates movement.
  - 9) Provides NAIs for immediate focus.
  - 10) Updates timeline.
  - 11) Provides concept of operation.
  - 12) Specifies tasks to units.
  - 13) Provides the mission statement.
  - 14) Provides the battalion commander's intent.
  - 15) Provides pertinent extracts taken from more detailed battalion orders.
  - 16) Provides minimal control measures.
  - 17) Provides timely changes to existing battalion orders.
  - 18) Informs higher and adjacent headquarters of changes to existing battalion orders.
- e. The battalion S3 section issues the WARNO which provides critical information from the COA analysis and the battalion commander's decision. [AN]
- f. The battalion S3 supervises the staff in converting the war-gaming notes and commander's guidance into a written order (FASP). [FM 101-5 p. 4-35]

- g. The battalion intelligence section prepares the intelligence annex in accordance with FM 101-5 to include:
  - 1) Summary of enemy situation.
  - 2) Intelligence requirements.
  - 3) Intelligence acquisition tasks.
    - a) Orders to subordinate and attached units.
    - b) Requests to higher, adjacent, and cooperating units.
  - 4) Measures for handling personnel, documents, and materiel.
  - 5) Documents and equipment required.
  - 6) CI.
  - 7) Reports and distribution.
  - 8) Miscellaneous.
  - 9) Appendices as required.
  - 10) Submits the intelligence annex to the S3 for incorporation into the FASP.
  - 11) Incorporates appropriate portions of the security plan in the battalion FASP.
  - 12) Provides intelligence input to the battalion OPSEC plan.
- h. The Bde fire support officer/section develops the brigade fire support plan. (The FASP is based on the brigade fire support plan.) [FM 6-20-1 p. 3-8]
  - 1) Ensures that the brigade fire support plan:
    - a) Supports the commander's intent and priorities for the attack of targets.
    - b) Supports the scheme of maneuver.
    - c) Incorporates the 11 principles of fire support listed in Chap 3, FM 6-20.
    - d) Covers gaps in subordinate units' fire plans.

- e) Addresses each fire support agency or asset involved in the operation.
- 2) Plans and coordinates groups and series of targets, as applicable.
- 3) Forwards formal target lists, the FSEM, and the AGM to subordinate units for inclusion into their fire plans.
- 4) Evaluates, and if necessary, programs planned targets from higher and adjacent units into the target list worksheet and schedule of fires, as applicable.
- 5) Prepares the “fires” portion of the concept of the operation paragraph.
- 6) Prepares the fire support paragraph/annex.
- 7) The fire support information addressed in the brigade OPORD includes:
  - a) Priority of fires and how that priority will be executed. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; AN]
  - b) Concept of planned fire support within the brigade AO for the deep, close, and rear battles. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FM 101-5, p. H-123, H-128, H-155; AN]
  - c) Division targets the battalion is responsible to acquire and attack. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5]
  - d) Retransmission requirements for fire support communications. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; AN]
  - e) Tasks to FA units and subordinate FSEs. [FM 6-20-40, p. C-7; FM 6-20-50, p. E-5; FM 101-5, p. H-123; AN]
  - f) Fire support coordinating instructions. [FM 6-20-40, p. C-8; FM 6-20-50, p. E-6; FM 101-5, p. H-72]
  - g) BDA requirements. [FM 6-20-10, p. 2-27]
  - h) Task organization and support relationship for fire support assets. [FM 101-5, p. H-123; AN]
  - i) Air support plan, including JAAT and SEAD. [FM 101-5, p. H-123; AN]
  - j) FSCM. [FM 101-5, p. H-128; FN-JRTC]

- k) Time of execution of scheduled fires relative to H-hour (e.g., preparations, counter-preparations, SEAD). [FM 101-5, p. H-128]
  - l) Special munitions (e.g., FASCAM, Copperhead, smoke, illumination) employment plan. [FM 101-5, p. H-113; AN]
  - m) Cut-off time for subordinate unit submission of fire support plan refinements. [AN]
- 8) The brigade FSO prepares fire support products for inclusion in the brigade OPORD; products include: [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FN-3/24 ID; FN-194 AR]
  - a) FSCM graphics. [FM 101-5, p. H-128; AN]
  - b) Target lists. [FM 6-20-40, p. 2-5, C-18; FM 6-20-50, p. 2-5, E-13; AN]
  - c) AGM. [FM 6-20-10, p. 2-16; FM 6-20-40, p. 2-5, C-8; FM 6-20-50, p. 2-5, E-6; FM 101-5, p. H-128; AN]
  - d) HPTL. [FM 6-20-10, p. 2-16; FM 6-20-40, p. C-9; FM 101-5, p. H-128; AN]
  - e) FSEM. [FM 6-20-10, p. 5-11; FM 6-20-40, p. 2-16, C-16; FM 6-20-50, p. E-12; FM 101-5, p. H-173; AN]
  - f) Target selection standards (TSS). [FM 101-5, p. H-128]
  - g) Target overlays. [FM 6-20-40, p. 2-13; FM 6-20-50, p. 2-5; AN]
- 9) The brigade FSO includes DS artillery battalion FASP as an appendix to the brigade fire support plan when the FASP is published.
- i. The battalion S4 prepares input to battalion FASP.
  - 1) Coordinates with the battalion S1 and FSB staff for preparation of the battalion service support annex.
  - 2) Submits the service support annex to the battalion S3 for incorporation into the FASP.
  - 3) Prepares paragraph 4 of the FASP.
  - 4) Submits paragraph 4 of the FASP to the battalion.
  - 5) Develops administrative movement plans as required.

- 6) Prepares CSS overlay for incorporation into the FASP which includes:
  - a) Location of battalion trains.
  - b) MSRs.
  - c) Supply nodes.
  - d) ATPs.
  - e) LRPs.
- 7) Plans transportation and movements.
  - a) Reviews and analyzes all battalion plans and orders for transportation impact.
  - b) Provides transportation input to all orders issued subsequent to issue of FASP/OPLAN.
  - c) Assists the S3 in planning and preparing tactical and administrative motor marches, and by preparing administrative movement orders and march tables.
  - d) Selects MSR and other supply routes and affects subsequent coordination with higher headquarters' movements managers.
  - e) Assists the S3 in planning for the use of logistical airlift.
- j. The battalion S1/S1 section prepares the personnel portion and annex to the battalion FASP.
  - 1) Verifies the battalion task organization.
  - 2) Provides information pertaining to personnel status of attached and subordinate units.
  - 3) Coordinates preparation of the medical support portion of the annex.
  - 4) Establishes requirements and procedures for strength accounting, replacements, and casualty reporting.
  - 5) Prepares the personnel portion of paragraph 4 (service support) of the FASP.
  - 6) Briefs the personnel portion of the FASP.

- 7) The battalion S1 reviews the religious support plan for the battalion, prepared by the battalion chaplain, for inclusion in the battalion FASP.
- k. The battalion surgeon provides input to the battalion FASP.
  - 1) Develops the HSS plan.
    - a) Ensures that the plan provides for:
      - (1) System of treatment and patient evacuation, including aeromedical evacuation by Army air ambulance.
      - (2) Dental support.
      - (3) Mental health and optometry.
      - (4) Patient support services (such as laboratory and x-ray).
      - (5) Preventive medicine services.
      - (6) Establishment or relocation of facilities.
      - (7) Medical supply and maintenance support, including technical inspection and status report.
      - (8) Medical intelligence, including the examination, processing, and disposition of captured medical supplies and equipment.
      - (9) HSS aspects of rear battle, offense, defense, retrograde, and special operations.
      - (10) Medical records and reports.
      - (11) Medical operations in an NBC environment.
    - b) Ensures that the plan supports the commander's intent.
    - c) Briefs the plan to the commander.
  - 2) Prepares the medical annex.
    - a) Prepares annex in accordance with FM 101-5.
    - b) Reflects consideration of factors of METT-T.
    - c) Bases assessment on facts and valid assumptions.

- d) Provides for use of existing resources.
  - e) Provides for necessary organization and controls that are flexible, simple, and complete.
  - f) Includes all appropriate medical service support requirements not covered in command SOP.
  - g) Ensures that annex supports the commander's intent, is compatible with higher headquarters medical plans and orders, and is properly coordinated.
  - h) Provides annex to the S3 for incorporation into the battalion FASP.
  - i) Coordinates with DS FA battalion S3 for positions of ambulance exchange points and all aid stations.
- l. The Bn SO prepares input to the battalion FASP.
- 1) Conducts COMSEC and SIGSEC planning for the battalion.
  - 2) Prepares the COMSEC and SIGSEC portions of the EW annex to the battalion FASP.
  - 3) Prepares the portion of the EW annex to each battalion plan or order pertaining to electronic counter countermeasures (ECCM).
  - 4) Prepares the communications annex to the battalion FASP.
    - a) Prepares annex in accordance with FM 101-5.
    - b) Provides the annex to the S3 for inclusion in the battalion FASP.
  - 5) Provides input for the command and signal paragraph of the battalion FASP.
- m. The CMLO prepares input to the battalion FASP which includes:
- 1) Locations and proposed locations for decontamination sites.
  - 2) Task organization of smoke platoon for smoke operations.
  - 3) MOPP status.
  - 4) OEG.
- n. The battalion S3 section prepares OPSEC plans and annexes.

- 1) Ensures that WARNOs contain sufficient information for subordinate elements to immediately begin fire support for the force security battle.
  - 2) Ensures that the FASP, OPSEC estimates, plans, and annexes respond to the reconnaissance threat with greatest risk to the force.
  - 3) Ensures that they are in consonance with the commander's concept.
  - 4) Coordinates with S2, S4, provost marshal office, and units to ensure that security plans are established in unit areas, loading areas, and marshaling areas.
  - 5) Monitors the force security battle, adjusting assets to continuously counter the enemy reconnaissance threat.
  - 6) Adjusts estimates, plans, and annexes as required.
- o. The battalion S3 receives the maneuver brigade's fire support plan. Battalion and S3 compare it with prior information. FASP is refined as necessary.
- p. The battalion S3 reviews staff input and integrates items into the FASP.
- 1) The FASP is based on the brigade fire support plan and contains the necessary information for understanding how field artillery will be used to support the brigade operation.
    - a) Reviews fire support plan to ensure that it is in consonance with command guidance and is synchronized with the planned scheme of maneuver.
    - b) Approves recommendations concerning employment of fire support means.
    - c) Reviews FSCMs.
    - d) Reviews fire support input to the brigade OPORD that includes:
      - (1) Fire support paragraph.
      - (2) Fire support plan.
    - e) Incorporates the "fires" portion into the concept of operation paragraph.
  - 2) The battalion S3 section incorporates the plan for deep operations into the battalion OPLAN.



- 3) The battalion S3 reviews rear operations plans to ensure compliance with the commander's concept and incorporates rear operations plans into the FASP.
- 
- q. The battalion S3 section publishes the FASP in enough copies required to support the operation. It may be in the form of a written FA support plan, an FA support matrix, or oral orders. [CGSC Student Text 101-5, p. 6-5]
  - r. The FASP includes as a minimum the following information and is prepared in a doctrinally correct format. [CGSC Student Text 101-5, p. 6-5]
    - 1) Heading to include:
      - a) Security markings.
      - b) Confirmation statement in regard to oral orders.
      - c) Copy number.
      - d) Issuing headquarters.
      - e) Place of issue.
      - f) Date and time order is signed.
      - g) Message reference number.
      - h) Number.
      - i) Code name (if applicable).
      - j) Map references.
      - k) Time zone order is executed.
    - 2) Task organization:
      - a) Lists major subordinate headquarters in the correct sequence.
      - b) Qualifies relationships other than attachment by parenthetical terms such as operational control, GS, or DS.
      - c) Uses task organization matrix if desired.
      - d) Allocation of all field artillery assets.
      - e) Projected changes to the allocation of FA assets based on tactical contingencies.

- 3) Situation (paragraph 1, always contains three subparagraphs):
  - a) Enemy forces:
    - (1) In sketch or outline form rather than in excessive detail.
    - (2) References intelligence annex, intelligence overlay, intelligence report, or intelligence summary. (Uses an intelligence annex only if there is enough information to make an annex necessary.)
    - (3) Provides an assessment of the terrorist threat to the command.
  - b) Friendly forces:
    - (1) Includes mission of higher unit and information concerning higher, adjacent, and supporting units.
    - (2) Discusses units essential to the operation.
    - (3) States higher commander's concept and intent.
    - (4) Provides for minimizing fratricide.
    - (5) Lists attachments and detachments:
      - (a) Does not repeat information under "task organization."
      - (b) Indicates "see task organization," if task organization used.
      - (c) States when attachment and detachment is to be effective.
- 4) Mission (paragraph 2):
  - a) States the task and its purpose.
  - b) Outlines essential tasks determined by the commander.
  - c) Contains the elements of who, what, when, where, and why.
- 5) Execution (paragraph 3, includes):

- a) Concept of operation. A brief paragraph, written by the battalion commander, that:
  - (1) States the commander's vision of the operation.
  - (2) Describes the purpose of the operation.
  - (3) Describes how the commander visualizes achieving the endstate with respect to the relationship between the force as a whole, the terrain, and the enemy.
  - (4) States how the endstate will facilitate future operations.
  - (5) Does not summarize the concept of operation or describe subunit missions.
- b) Organization for combat. Contains organization, tactical missions, and on-order missions.
- c) Fires:
  - (1) Describes "concept of fires" to support overall concept, including chemical and other special-purpose munitions, within the battlefield framework.
  - (2) States priority of fire support.
  - (3) Includes time and duration of preparatory fires (if applicable).
  - (4) Discusses employment of nuclear and chemical fires.
  - (5) Refers to fire support annex if used.
  - (6) Designates priority use of low-density munitions; priority is designated as to type of fires, preparatory fires, and illumination (time and duration as appropriate).
- d) Positioning and movement instructions.
- e) Specific tasks to be accomplished by specific sub-elements.
- f) Coordinating instructions.
  - (1) Target acquisition.

- (2) Survey (includes priorities, accuracy required, timing, position requirements, and future plans).
  - (3) HPT list.
  - (4) AGM.
  - (5) NBC defense (includes MOPP, OEG, and decontamination instructions).
  - (6) Meteorological messages (source, type, and times).
  - (7) Fire plan (Includes target list and schedule of fires).
  - (8) FSCM.
  - (9) PIR and or IR.
  - (10) Intelligence acquisition tasks.
  - (11) Nuclear/chemical.
  - (12) Ammo restrictions.
  - (13) Radar deployment order for reinforcing headquarters.
- 6) Commander's directive concerning CSS.
- 7) Command and signal.
- 8) Common tabs: FA support matrix, target lists, fire plan, survey tab, target acquisition tab, tactical fire direction system tab, and FA positioning and/or movement.
- s. The battalion S3 section prepares the positioning and movement overlay in the number of copies required to support the operation.
  - 1) Overlay is listed as a tab to the FASP.
  - 2) Overlay is consistent with the written portion of the FASP.
  - 3) Overlay uses simple, clear graphics to enable subordinate elements to understand the operation and essential tasks.
  - 4) Overlay uses control measures that provide flexibility to adjust to changing operational conditions.
  - 5) Overlay uses correct military symbols.

- 6) Overlay accurately depicts higher headquarters control measures.
  - 7) Overlay indicates a proper terrain appreciation.
  - 8) Overlay is produced on a map scale which can be used by subordinate units.
  - 9) Overlay is properly annotated with security markings.
- t. The battalion S3 ensures that the FASP is characterized by: [FM 101-5, Annex H, p. H-2]
- 1) Clarity.
  - 2) Simplicity.
  - 3) Completeness.
  - 4) Authoritative expression.
  - 5) Flexibility.
  - 6) Timelines for subordinates to plan and prepare their own actions.
  - 7) Maximum freedom of action for subordinate commanders.
  - 8) Maximum use of overlays or graphics.
  - 9) Most permissive control measures possible.
  - 10) No unnecessary redundancies.
  - 11) Specific friendly information requirements.
  - 12) Focus on retaining or gaining the initiative.
  - 13) Statement of support for higher commanders' intents.
  - 14) Reflection of synchronization planning:
    - a) Battle positions and tasks of maneuver forces based on realistic time-distance factors.
    - b) Reserve force positioning and tasks based on realistic time-distance factors for commitment.
    - c) Combat support positioning and tasks based on realistic time-distance factors for integrated application.

- d) CSS positioning and tasks based on realistic time-distance factors for integrated application.
    - 15) Command and support relationships.
    - 16) Statement of essential tasks that subordinate units must accomplish.
    - 17) Balance between centralization and decentralization.
    - 18) Tasks expressed in positive terms.
    - 19) Adequate control means.
    - 20) Provision of adequate resources and support.
  - u. The battalion S3 supervises the production of the FASP and:
    - 1) The battalion S3 section rapidly produces an accurate FASP in sufficient copies.
    - 2) The battalion S3 checks FASP for legibility and accuracy.
    - 3) The battalion S3 cross-checks graphics with written portion of order.
    - 4) The battalion S3 ensures that FASP is submitted to the commander for approval.
    - 5) The battalion S3 ensures that FASP is coordinated with adjacent units.
      - a) Briefs and employs LNOs.
      - b) Adjusts FASP based on coordination.
  - v. The battalion commander, when required, employs the MDMP in a time-constrained environment by using pre-formatted orders and graphics to reduce preparation time. [AN]
12. **The battalion commander and staff issue a field artillery support plan (FASP).** [FM 101-5, Chap 4]
- a. The battalion commander is in charge of the FASP briefing. [AN; FM 101-5, p. 4-59]
    - 1) When possible, the battalion commander personally issues the FASP with all key individuals present. [AN; FM 101-5, p. 4-59]

- 2) The battalion S3, with approval of battalion commander, determines a briefing sequence (TSOP item).
- 3) The battalion commander and staff issue the FASP employing techniques to facilitate understanding and coordination. [FM 101-5, p. 4-59]
  - a) When feasible, the battalion commander issues the FASP to subordinates on-the-ground forward in the battle area. [FM 101-5, p. 4-59]
  - b) A location is chosen to issue the FASP that reduces travel time for key leaders.
  - c) A location is chosen to issue the FASP that enhances OPSEC.
  - d) The battalion staff prepares sketch charts and graphic aids to enhance the brief. [FM 101-5, p. 4-59]
- 4) All battalion key staff and subordinates are present at the issuance and are alert and attentive during briefing. [FM 101-5, p. 4-59]
- 5) The FASP is issued within not more than 1/3 of the total time available before execution. [ARTEP 71-3-MTP, Task 71-3-3002]
  - a) The battalion ensures that the 1/3 time includes time required for planning, as well as all battalion directed activities and events (e.g., rehearsals, leaders reconnaissance) which impact on subordinate leaders' time. [AN]
  - b) The battalion S3 ensures that maximum information is provided to subordinate units during the planning process to facilitate concurrent planning. [AN]
  - c) The battalion S3 ensures that all key commanders/leaders receive a copy of the FASP with all appropriate attachments and overlays. [ARTEP 71-3-MTP, Task 71-3-3002]
  - d) Subordinate leaders and staff members are provided timing of and guidance for subsequent briefbacks and rehearsals.
- 6) The battalion S3 ensures that the FASP is, at a minimum, distributed to:  
[AN]
  - a) DS FA battalion firing battery commanders.
  - b) DS FA battalion HHB commander.

- c) DS FA battalion service battery commander.
  - d) DS FA battalion staff.
  - e) Brigade FSO.
  - f) All reinforcing battalions.
  - g) Bn TF FSOs.
- b. The battalion commander conducts confirmation briefs immediately after the FASP and should serve as a final check to ensure clear understanding of his intent. [FM 101-5, p. 4-59]
  - 1) Subordinates repeat back to the commander what the FASP indicated for them to do and why, to include:
    - a) Critical tasks.
    - b) Specified missions.
    - c) Implied missions.
    - d) Own restated mission.
    - e) Battalion commander's intent.
    - f) Battalion concept of operation.
    - g) Synchronization requirements.
    - h) Branches of scheme of maneuver and concept of operation.
  - 2) When possible, the battalion staff participates in the confirmation briefs and:
    - a) Assists in clarifying issues as appropriate.
    - b) Captures changes directed by the battalion commander and ensures that FASP is appropriately refined.
    - c) Coordinates with subordinate counterparts as required.
- c. The battalion commander, when required, may choose to employ the MDMP in a time-constrained environment when issuing the battalion order by: [FM 101-5, p. 4-43]
  - 1) Issuing a verbal order. [FM 101-5, p. 4-59]



- 2) Issuing the order concurrently with staff preparation of supporting overlays, matrices, and annexes.
- 3) Issuing the order on-the-ground with subordinate commanders.
- 4) Providing only minimal products (e.g., DST) to facilitate oral order.
- 5) Issuing an overlay order.

## TASKS ORGANIZED BY OUTCOMES

This component links the tasks with the outcomes the task performance supports. Each outcome is linked with all appropriate tasks. This component is used for two purposes. The first is to ensure that each BF outcome is sufficiently supported by all tasks necessary to achieve the outcome. The second is to verify that the outcomes selected support the BF purpose and that they are complete in that no additional outcomes are required to define the BF. This component can be used by trainers to facilitate assessment of training proficiency and to plan training.

### Outcome 1

Complete, concise, feasible, suitable, acceptable, and tactically sound direct support (DS) field artillery (FA) battalion orders that conform to doctrinal standards are issued.

### Task Elements

1. **The battalion commander and staff direct and lead the battalion and protect the force during planning.** [ARTEP 6-115-MTP, Tasks 06-1-02-2000, 06-2-02-3000, 06-06-502-4000, 5000, 6000]
  - c. The battalion maintains communications. [AN]
    - 2) The battalion commander and staff ensure continuous communications throughout the battalion and with the supported unit. [FM 6-20-1, Chap 6]
      - a) The Bn SO serves as the COMSEC officer and supervises the activities of the COMSEC sub-account. [ARTEP 6-115-MTP, Tasks 06-1-01-4801, 06-1-01-4100]
        - (4) Includes SOI use in battalion plans and orders.
    - d. Battalion CP operations are conducted. [AN]
      - 10) The battalion S3 section monitors the current situation. [ARTEP 6-115, Task 06-3-01-2150]
        - b) Situation displays on current situation maps (SITMAP), information displays, and journals depicting the following (list is not all inclusive): [ARTEP 6-115-MTP, Task 06-3-01-2150].
          - (1) Location and activity of enemy.
          - (2) Task organization for combat.
          - (3) Maneuver unit activity and commander's assessment.

- (4) All friendly unit locations.
  - (5) Battery weapon status (crews and equipment).
  - (6) Howitzers laid and ready to fire.
  - (7) Azimuth of fire for all units.
  - (8) Status of radars and cueing schedule.
  - (9) Recent and present significant activities.
  - (10) Current target list.
  - (11) FSCM.
  - (12) Ammunition status.
  - (13) Location and status of observers.
  - (14) Attack guidance.
- c) Updates of operations estimate. [ARTEP 6-115-MTP, Task 06-3-01-2120/2d]
- (1) Considers the current enemy situation, to include:
    - (a) Enemy's most probable COA.
    - (b) Vulnerabilities.
    - (c) Changes in enemy's order of battle.
    - (d) Enemy's capability to employ NBC and EW.
  - (2) Determines the current friendly situation, including:
    - (a) Disposition.
    - (b) Composition.
    - (c) Strength.
    - (d) Recent and present significant activities.
    - (e) Peculiarities and weaknesses.
    - (f) Vulnerability to enemy NBC attacks.

- (3) Maintains liaison with adjacent units.
  - (4) Monitors the civil-military situation as it pertains to battalion operations.
  - (5) Recommends operational changes to the S3 based on changing tactical conditions.
- 2. **The battalion receives an order initiating a new mission from higher headquarters.**  
[FM 101-5; FM 6-20-1; ARTEP 6-115-MTP]
  - a. The DS FA battalion commander as the brigade FSCOORD, the brigade FSO, and designated personnel based on brigade TSOP attend the division orders brief and receive the division order. [AN]
  - b. When the division WARNO is received, the brigade FSO informs the FSCOORD of the content of the WARNO as soon as the situation permits. Critical information that is communicated includes:
    - 1) Division mission.
    - 2) Division commander's intent.
    - 3) Division concept of operation.
    - 4) Brigade mission.
    - 5) Brigade AO.
    - 6) Enemy situation.
    - 7) Critical timelines.
    - 8) Task organization.
  - c. The battalion may also receive a WARNO from DIVARTY and from the brigade. Critical information from the WARNO(s) and from the commander begins the staff parallel planning process.
  - d. The battalion S3 ensures that critical information is provided to all staff participants during the military decision-making process (MDMP). [FM 101-5, p. 4-44]
  - e. The battalion S3 begins to develop paragraphs 1 and 2 of the commander's estimate by focusing on: [FM 101-5, pp. 1-6, C-16]
    - 1) The division and brigade missions.

- 2) The battalion mission.
  - 3) Considerations affecting possible COAs.
  - 4) The enemy situation and capabilities.
  - 5) Possible battalion COA.
- f. The entire battalion staff begins the development of paragraphs 1 and 2 of their individual staff estimates. [FM 101-5, pp. 3-84 and 3-85]
- 1) All staff members begin to gather facts concerning:
    - a) Enemy dispositions.
    - b) Friendly dispositions.
    - c) Available troops.
    - d) Unit strength.
    - e) Material readiness.
    - f) Battlefield situation.
  - 2) The battalion staff clarifies information with counterparts at maneuver brigade headquarters as they conduct the brigade staff estimates. [AN]
  - 3) The battalion staff begins to organize information in preparation for the staff estimate process: [FM 101-5, p. C-1]
    - a) The battalion S1 section gathers information for the personnel estimate. [ARTEP 6-115-MTP, Task 12-1-C408]
    - b) The battalion IPB. [ARTEP 6-115-MTP, Task 06-1-02-2500] (For detailed description refer to Bn TF BF 1, Task 2-5.)
    - c) The battalion S3 section gathers information for the operations estimate. [ARTEP 6-115-MTP, Task 06-3-01-2120]
    - d) The battalion S4 section gathers information for the logistics estimate. [ARTEP 6-115-MTP, Task 06-3-01-6430/10f]
    - e) Brigade FSO gathers information for the fire support estimate. [ARTEP 6-115-20-MTP, Task 06-3-02-1300]
      - (1) The fire support estimate is provided to the brigade XO in support of brigade planning.

- (2) The fire support estimate is derived from input from the DS FA battalion S3 as an element of parallel planning.
  - f) The battalion surgeon gathers information for the medical estimate. [ARTEP 6-115-MTP, Task 08-3-C002]
  - g) The Bn SO gathers information for the command, control, and communications (C3) estimate. [ARTEP 6-115-MTP, Task 06-3-01-2120]
  - h) The CMLO gathers information for the NBC estimate.
- g. The battalion S3 directs the efforts of the battalion staff in preparation for implementing the battalion MDMP.
  - 1) Upon receipt of the higher headquarters order, the battalion S3 develops a planning and preparation timeline for the staff.
  - 2) The battalion S3 section, with input from the S3, develops the operational timeline which describes mission execution events.
  - 3) The battalion S3 ensures that LNOs are dispatched as required. (The battalion has no authorized LNOs)
  - 4) The battalion S3 prepares to issue an initial WARNO by receiving information from the entire battalion staff. (For detailed WARNO description refer to Task 4 of this analysis.)
  - 5) The battalion S3 makes the means available for the staff to familiarize themselves with the terrain by conducting reconnaissance. [AN]
    - a) Army aviation helicopters.
    - b) Ground transportation.
  - 6) The battalion S3 directs the staff in the initial development of assumptions concerning the assigned mission. [FM 101-5, p. 4-9]
- h. The battalion commander begins the development of his assumptions concerning the assigned mission. [FM 101-5, p. 4-9]
- 3. **The battalion commander and staff conduct mission analysis.** [FM 101-5, Chap 4, p. 4-11]
  - a. The battalion commander conducts mission analysis. [FM 101-5, p. 4-11]

- 1) The battalion commander derives the missions and intents of the division and brigade commanders. He must also consider the division artillery commander's intent for fires.
  - 2) The battalion commander communicates his understanding of the higher commander's missions and intents to his staff.
- b. The battalion staff conducts mission analysis. [FM 101-5, p. 4-11]
- 1) The battalion S3 directs the staff, utilizing the brigade, division, and DIVARTY WARNO and information provided by the commander from the division orders brief, through these steps during their mission analysis: [FM 101-5, p. 4-11 through 4-15]
    - a) Identifies the missions and intents of the higher commander.
    - b) Identifies specified and implied tasks.
    - c) Identifies tentative essential tasks and develop the preliminary restated mission.
    - d) Reviews available assets in their area of cognizance.
    - e) Determines any limitations.
    - f) Determines broad command and control warfare (C2W) considerations
    - g) Proposes acceptable risk.
    - h) Determines critical facts and assumptions.
    - i) Continues time analysis.
    - j) Prepares restated mission, containing task and purpose, for the battalion commander's approval.
  - 2) During the conduct of the staff mission analysis, each staff member maintains notes for the preparation of paragraphs 1 and 2 of their staff estimate based on information gathered during this period. [AN]
  - 3) Battalion staff members conduct mission analysis, following the steps of the mission analysis, and prepare notes to be integrated into the consolidated battalion mission analysis product.
    - a) The battalion S2 section conducts mission analysis.

- b) The battalion S3 section conducts mission analysis.
- c) The battalion S4 conducts mission analysis. [FM 6-20-10, p. 2-3; FN-3/24 ID]
  - (1) Identifies essential logistical tasks necessary to accomplish the mission.
  - (2) Identifies logistical constraints impacting on the battalion mission.
  - (3) Identifies battalion allocation of CSS by class of supply for battalion fire support units, including FA and mortar CL V.
  - (4) Identifies ground and air transportation assets supporting battalion fire support units.
  - (5) Identifies locations of division CSS nodes and their operating times.
  - (6) Identifies division maintenance priorities for fire support systems, including: [AN]
    - (a) Howitzers. [AN]
    - (b) Combat observation lasing teams (COLT) and fire support team vehicles (FIST-V). [AN]
    - (c) Radars. [AN]
    - (d) FA voice and digital communications systems. [AN]
  - (7) Identifies division personnel operations for replacement of trained fire support personnel. [AN]
- d) The battalion surgeon/PA conducts mission analysis and:
  - (1) Determines corps and division casualty evacuation policies and capability.
  - (2) Determines hospital numbers and capability to handle patients.
- e) The Bn SO conducts mission analysis and: [FM 6-20-10, p. 2-3]



- (1) Reviews the division communications area analysis for the battalion's AO to determine battalion's ability to communicate.
  - (2) Identifies brigade, DIVARTY, and higher headquarters retransmission sites and communications nodes.
  - (3) Determines battalion allocation of voice and digital communications frequencies.
  - (4) Identifies COMSEC and signals security (SIGSEC) requirements.
  - (5) Determines any signal activities the battalion is responsible for in support of brigade deception operations.
- f) The Bn SO and battalion S2:
- (1) Identify enemy communications activities and their potential impact on the battalion (for high-value target [HVT] consideration).
  - (2) Determine division meaconing, intrusion, jamming, and interference guidance.
  - (3) Determine potential  
effect on enemy communications systems resulting from division-directed nonlethal attack. [AN]
- g) The brigade FSO performs mission analysis at the brigade CP. [FM 6-20-1, p. 3-7; FM 6-20-10, p. 2-3; FM 101-5, p. 4-12; FN-JRTC; FN-NTC; FN-3/24 ID]
- (1) Determines the task organization of FA assets including duration of support, support relationship, and directed division missions. [FM 6-20-2, p. B-3; FM 6-20-30, p. D-5; FM 6-20-40, p. 2-3; FM 6-20-50, p. 2-3; FN-NTC]
  - (2) Determines, with brigade ALO, the CAS sortie allocations to the brigade, including the responsible service (e.g., USAF, USN, USMC) and division-directed missions. [FM 6-20-30, p. D-16; FN-NTC]
  - (3) Determines, with the brigade NGLO, the allocation and support relationship (e.g., DS, GS) of ships providing NSF,

including division-directed missions. [FM 6-20-30, p. D-17]

- (4) Determines, with the brigade aviation LNO, the Army aviation assets allocated for observation, target acquisition, and lift support to the brigade, including division-directed missions. [FM 1-111, p. 3-3; FN-NTC]
- (5) Determines, with the brigade S2 and DS MI Co Cdr, the allocation of offensive EW systems, including division directed missions. [FM 6-20-30, p. D-18]
- (6) Determines allocation of division radar systems to the brigade, including division radar zones and directed missions. [FM 6-20-2, p. B-14; FN-NTC]
- (7) Determines: [AN]
  - (a) Division-directed targets and obstacles. [FM 6-20-40, p. 2-1, 2-13; FM 6-20-50, p. 2-1, 2-13; FN-NTC; FN-FA School]
  - (b) SEAD requirements to support CAS and Army aviation missions in the brigade AO. [FM 1-111, p. 3-3; NTC]
  - (c) Division plans and requirements to provide fire support for rear area operations. [FM 6-20-30, p. 4-19]
  - (d) Division FSCMs. [FM 6-20-30, p. D-11, F-1; FM 6-20-40, p. E-2; FN-NTC; FN-JRTC]
  - (e) CSR for fire support systems. [FM 6-20-40, p. 2-3; FN-NTC]
  - (f) Division attack helicopter cross-forward line of own troops operations (FLOT) in the brigade AO. [FM 1-111, p. 3-3; FN-NTC]
  - (g) Follow-on missions for fire support units supporting the brigade. [FM 6-20-30, p. D-6; FN-NTC]
  - (h) Locations and scheme of maneuver for non-brigade fire support units operating in the brigade's AO are

identified. [FM 6-20-30, p. 2-11; FN-NTC; FN-FA School]

- (i) Division deep battle plan, and concept for transition from division deep battle to brigade deep and close battles. [FM 71-100, p. 1-5; FM 6-20-30, p. 4-16, B-1]
  - (j) Division counter-preparation plan. [FM 6-20-30, p. D-2]
  - (k) A2C2 requirements. [ARTEP 71-3-MTP, Task 71-3-9002/3d2]
  - (l) Division planned FA support fires and their effect on brigade air space. [ARTEP 71-3-MTP, Task 71-3-9002/3d1]
  - (m) Locations of FA units under division control. [ARTEP 71-3-MTP, Task 71-3-9002/3d1]
  - (n) Division-imposed FSCMs on brigade air space. [ARTEP 71-3-MTP, Task 71-3-9002/3d3]
- h) The brigade FSO coordinates his mission analysis with the DS FA battalion S3 and provides the S3 with a copy of the analysis to support parallel planning by the DS FA battalion.
- i) The CMLO performs mission analysis. [FM 6-20-10, p. 2-3]
  - (1) The CMLO determines:
    - (a) Locations of division decontamination sites and decontamination units. [FM 3-101, p. C-4]
    - (b) Division-directed smoke and obscuration missions the battalion is responsible to execute. [FM 3-7, p. 6-1; FM 3-50, p. 7]
    - (c) Division guidance on procedures and reporting requirements for the NBC warning and reporting system. [FM 3-3, p. 2-1; FM 3-101, p. 4-4]
    - (d) Task organization for division NBC units and systems (e.g., reconnaissance, decontamination) and their availability to support the battalion. [FM 3-101, p. 2-2]

- (2) The CMLO reviews division vulnerability analysis to determine the NBC risk to the battalion. [FM 3-7, p. 1-0, 3-3]
    - (3) The CMLO, in conjunction with the battalion S2 and battalion targeting officer, determines division actions to eliminate the enemy's ability to employ NBC (for Brigade HVT consideration). [FM 3-101, p. C-1]
  - j) The battalion chaplain conducts mission analysis. [FM 101-5, p. 4-12]
- c. The battalion S3 consolidates individual staff mission analyses. [FM 101-5, p. 4-14]
  - 1) The battalion S3 directs the development of a battalion mission analysis product by:
    - a) Bringing the entire staff into a staff meeting and facilitating the development of a consolidated product through a briefback and discussion. [AN]
    - b) Receiving staff products and personally consolidating the individual staff analyses into a battalion product. [AN]
    - c) Requesting a copy of the brigade consolidated analysis from the brigade FSO to support parallel planning. [AN]
  - 2) The battalion S3 reviews staff mission analyses for accuracy and consolidates results as appropriate. [FM 101-5, p. 4-14]
  - 3) The battalion S3 directs preparation of necessary briefing material for presentation of staff mission analysis results to the battalion commander. [AN; FM 101-5, p. 4-14]
  - 4) The battalion S3 prepares the restated mission for the battalion commander's approval. [FM 101-5, p. 4-14]
  - 5) The battalion S3 determines the planning and preparation timeline. [ARTEP 71-3 MTP, Task 71-3-0001/7]
- d. The battalion S3 directs the staff during the mission analysis briefing to the battalion commander and ensures that the following information is presented: [FM 101-5, p. 4-14]
  - 1) Identified specified and implied tasks.

- 2) Identified essential tasks.
  - 3) Available battalion assets.
  - 4) Limitations to the battalion.
  - 5) Broad C2W considerations.
  - 6) Proposed acceptable risk.
  - 7) Critical facts and assumptions.
  - 8) Time plan.
  - 9) Recommended restated mission containing task and purpose.
  - 10) AO and AI.
  - 11) Initial intelligence estimate.
  - 12) Brigade mission.
  - 13) Brigade commander's intent and concept.
  - 14) Conclusions.
  - 15) Recommendations.
- e. The battalion commander, based on his own mission analysis and the mission analysis brief from the battalion staff: [FM 101-5, p. 4-15]
- 1) Approves the battalion restated mission.
  - 2) Specifies the battalion essential tasks.
  - 3) Directs the issuance of a WARNO (for a detailed description refer to Task 4, this analysis).
- f. The battalion commander and staff, when required to employ the MDMP in a time-constrained environment, conduct mission analysis by: [FM 101-5, Chap 4, p. 4-15]
- 1) The battalion commander personally conducting the mission analysis.
  - 2) The mission analysis being jointly conducted by the commander and staff in the form of a "brainstorming session."

**4. The battalion S3 directs the staff in the preparation and issuance of a battalion warning order. [FM 101-5, p. 4-15]**

- a. Battalion WARNOs are prepared and issued in five-paragraph format to all subordinate and attached units and to the reinforcing unit(s). [FM 101-5, p. H-13]
  - 1) Provide major timeline events which accompany mission execution. [FM 101-5, p. H-13]
  - 2) Provide planning focus to subordinate unit commanders and staff. [IN School]
  - 3) Provide essential details of the impending battalion operation. [FM 101-5, p. 4-55, H-13]
- b. The battalion S3, in conjunction with other staff officers, prepares a battalion WARNO which includes, as a minimum: [FM 101-5, p. H-14]
  - 1) Required maps (if changed from the current FASP). [FM 101-5, p. H-14]
  - 2) Enemy situation updates. [FM 101-5, p. H-14]
  - 3) Battalion events to occur prior to the issuance of the battalion OPORD. [FM 101-5, p. H-14]
  - 4) Battalion mission, task, or operation. [FM 101-5, p. H-14]
  - 5) Division and brigade mission and intent. [FM 101-5, p. H-14]
  - 6) The division and brigade commanders' intent statements (when available). [FM 101-5, p. H-14]
  - 7) Battalion commander's restated mission statement. [FN-IN School]
  - 8) Earliest time of movement or degree of notice the battalion commander will provide to units for performing tasks or activities. [FM 101-5, p. H-14]
  - 9) Orders for preliminary action, reconnaissance, surveillance, and observation. [FM 101-5, p. H-14]
  - 10) Service support instructions, any special equipment necessary, regrouping of transport, or preliminary moves to assembly areas, if necessary. [FM 101-5, p. H-14]
  - 11) Information for the battalion orders group, which includes: [FM 101-5, p. H-14]

- a) The rendezvous point and time for assembly of a battalion orders group. [FM 101-5, p. H-14]
  - b) Guidance on attendance of subordinate commanders and staff for the battalion orders group. [FM 101-5, p. H-14]
- 12) Information resulting from decisions made by the commander, which includes: [AN]
  - a) Selection of a battalion COA. [AN]
  - b) Unit boundaries and other control measures. [AN]
- 5. **The battalion commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]
  - a. The battalion commander develops planning guidance using: [FM 101-5]
    - 1) Results of his own mission analysis and his mission, enemy, terrain, troops, and time available (METT-T) assessment. [FM 101-5, p. 4-16]
    - 2) Results of the battalion staff's mission analysis. [FM 6-20-40, p. 2-1; FM 6-20-50, p. 2-1; FM 6-20-10, p. 1-5; JRTC; 194 AR] (See task 3.c.3)
  - b. The battalion S3 prepares the battalion staff to receive the battalion commander's guidance. [FM 101-5, Chap 4, p. 4-15]
    - 1) Determines who must be present at the commander's guidance briefing, if not SOP.
    - 2) Ensures that staff is prepared to take notes on guidance issued.
  - c. The battalion commander issues planning guidance to the battalion staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1, 2-3; FM 6-20-10, p. 1-7]
    - 1) Enemy COA. [FM 101-5, p. 4-17]
      - a) Specifies enemy COAs he considers the most probable or most dangerous. [FM 101-5, p. 4-17]
      - b) Identifies possible battalion COAs to respond to enemy COAs. [FM 101-5, p. 4-17]
    - 2) Restated mission (always included). [FM 101-5, p. 4-18]
      - a) States in doctrinally correct terms. [FM 101-5, p. 4-18]

- b) Explains missions as tasks and purposes. [FM 101-5, p. 4-18]
- 3) Intent may include: [FM 101-5, p. 4-18; FM 71-3, p. 3-3]
  - a) Purpose: Describes the “why” of the mission in the context of the brigade mission and brigade commander’s intent. [FM 71-3, p. 3-3]
  - b) Method: Describes the “how” of the battalion mission, in broad terms. [FM 71-3, p. 3-3]
  - c) Endstate: Describes minimum standards for battalion battlefield success in relation to battalion units, enemy forces, and terrain. [FM 71-3, p. 3-3; FN]
- 4) Concept of the operation. [FM 101-5, p. 4-18]
  - a) Describes, in broad terms, where, when, and how he wants to concentrate combat power and shape the battlefield to attain his and the brigade commander’s intents. [FM 101-5, p. 4-18; AN]
  - b) Allows rapid transition between offensive battle phases and defensive battle phases. [FM 101-5, pp. 4-18, 4-19]
  - c) Provides commander’s guidance for fires, which may include: [FM 101-5, p. 4-20]
    - (1) Movements for battalion units. [FM 101-5, p. 4-20]
    - (2) Critical fire support tasks.
    - (3) Scheme of fires.
    - (4) Engagement criteria.
    - (5) Critical targets by phase.
  - d) Identifies the brigade commander’s decisive point (brigade focus of effort) where he wants to defeat the enemy’s purpose; decision point includes: [FN]
    - (1) Where to synchronize battalion assets.
    - (2) What battalion actions will occur. [FN-JRTC; AR School]
  - e) Provides guidance for protection of brigade forces, including security operations and OPSEC requirements. [FM 101-5, p. 4-22]



- 5) CSS. Provides guidance for:[FM 101-5, p. 4-22]
  - a) Manning. [FM 101-5, p. 4-22]
  - b) Arming. [FM 101-5, p. 4-22]
  - c) Fueling. [FM 101-5, p. 4-22]
  - d) Maintenance. [FM 101-5, p. 4-22]
  - e) Transportation. [FM 101-5, p. 4-22]
  - f) Sustaining soldiers and systems. [FM 101-5, p. 4-22]
- 6) Time plan. [FM 101-5, p. 4-23]
  - a) Time allocated for planning and preparation to the battalion staff and to subordinate units. [FM 101-5, p. 4-23]
  - b) The battalion commander determines when, where, and how the battalion order will be issued. [FM 101-5, p. 4-36]
- 7) Type of battalion order to issue; formats include: [FM 101-5, p. 4-24]
  - a) Oral order. [FM 101-5, p. 4-24]
  - b) Overlay order. [FM 101-5, p. 4-24]
  - c) Five-paragraph. [FM 101-5, p. 4-25]
- 8) Type of rehearsal to conduct, which includes: [FM 101-5, p. 4-25]
  - a) Back brief. [FM 101-5, p. 4-25]
  - b) Radio. [FM 101-5, p. 4-25]
  - c) Map. [FM 101-5, p. 4-25]
  - d) Sketch-map. [FM 101-5, p. 4-25]
  - e) Terrain-model. [FM 101-5, p. 4-25]
  - f) Key-leader. [FM 101-5, p. 4-25]
  - g) Full. [FM 101-5, p. 4-25]
- 9) The type of planning process the battalion will use to develop the order. [FM 101-5, p. 4-7, 4-8; AN]

- a) MDMP: Assumes sufficient time and experienced staff to thoroughly examine numerous friendly and enemy COAs. [FM 101-5, p. 4-7; AN]
  - b) MDMP under time constraints: Used when time is constrained; commander provides one or more COAs to be developed, war-gamed, and briefed for decision. [FM 101-5, p. 4-8; AN]
- 10) CCIR. [FM 101-5, p. 4-47; AN]
- a) The battalion commander and battalion staff jointly determine battlefield operating system(s) (BOS) information required by the battalion commander to make a decision in a timely manner to retain the initiative. [FM 101-5, p. C-4]
  - b) The battalion commander determines CCIR for each phase of the battle, including: [BCBL "Battle Command," p. 21; AN]
    - (1) Essential elements of friendly information (EEFI). [BCBL "Battle Command," p. 21; AN]
    - (2) Friendly force information requirements (FFIR). [BCBL "Battle Command," p. 21; AN]
    - (3) PIR. [BCBL "Battle Command," p. 21; AN]
    - (4) Battle damage assessment (BDA) information requirements (addressed separately or as a component of PIR). [AN]
- d. The battalion commander conducts a confirmation brief with the staff at the end of his initial planning guidance to ensure that: [FM 101-5, pp. 4-15 and 4-16]
- 1) The information he has provided will result in timely and effective COA development and analysis.
  - 2) The commander's vision of the operation is imparted to the staff.
  - 3) The guidance provided does not overly restrict staff initiative or inhibit ideas.
- e. The battalion commander, when required, employs the MDMP in a time-constrained environment and issues planning guidance that: [FM 101-5, pp. 4-16; FM 6-20-10, Chap 2; AN]
- 1) Shortens planning time by giving more detailed and directive guidance.

- 2) Adds focus to staff planning by stating options he does not want the staff to consider.
- 3) Describes restrictions on planning and employment of fires. [AN]
- 4) Establishes requirements for updating battalion staff running estimates with specific information. [AN]
- 5) Enables the battalion staff to develop and implement measures to collect CCIR. [AN]

6. **The battalion commander and staff prepare estimates.** [FM 101-5, p. 4-4]

- a. The battalion commander performs the commander's estimate concurrently with the staff's preparation of their estimate. [FM 101-5, p. 4-3]
  - 1) The battalion commander integrates information from the mission analysis process into his updated commander's estimate which began at receipt of mission.
  - 2) The battalion commander continues to refine and maintain his updated estimate over the duration of the operation.
  - 3) The battalion commander, during this task, focuses on information related to paragraphs 1 and 2 of the commander's estimate:
    - a) Mission.
    - b) The situation and COAs.
- b. Each battalion staff member prepares a staff estimate in his area of responsibility: [FM 101-5, pp. 3-85, C-1-26]
  - 1) Each battalion staff member begins the formal development of his estimate as early as possible (no later than receipt of the division WARNO). [AN]
  - 2) Each battalion staff member continually performs estimate activities: [FM 101-5, p. 4-4, C-3]
    - a) Collect, analyze, and validate information.
    - b) Consider the human dimension of battle, aspects which affect a soldier's ability to perform.
      - (1) Technical competency.

- (2) Tactical proficiency.
  - (3) Cohesive state.
  - (4) Resiliency.
  - (5) Morale.
  - (6) Confidence.
  - (7) Motivation.
  - (8) Resolve.
  - (9) Capability.
  - (10) Strength for decisive operations.
  - (11) Battlefield stress management.
- 3) Each battalion staff officer continuously analyzes how factors in each of their respective fields of interest will influence mission accomplishment. [FM 101-5, p. 4-4]
  - 4) Battalion staff officers continuously consult with other staff officers to obtain critical, relevant, and accurate information. [FM 101-5, p. 4-4]
  - 5) Battalion staff officers develop and maintain estimates that are forward looking and predictive of the enemy. [FM 101-5, p. C-2]
  - 6) Each staff estimate focuses on identifying and answering the battalion CCIR. [FM 101-5, p. C-4]
  - 7) The battalion staff officers present their estimate orally when required. [FM 101-5, p. 4-4]
- c. The battalion S2 prepares paragraphs 1-4 of the intelligence estimate (for detailed description of S2 estimate development, refer to BF 1). [ARTEP 6-115-MTP, Task 06-3-01-2520]
- 1) The S2 section coordinates with higher-level staff sections to receive available information as early as possible, including: [ARTEP 6-115-MTP, Tasks 06-3-01-2510, 2511, 2512]
    - a) Weather.
    - b) Intelligence.

- c) Topography.
  - d) Known enemy order of battle (OB).
- 2) The S2 section prepares the intelligence estimate to include: (The S2 will prepare the intelligence estimate once the IPB tasks are completed; see BF 1 for detailed tasks associated with IPB.) The FA battalion S2 expands intelligence products of the supported unit, particularly the IPB, to focus on fire support issues and survivability issues for the FA battalion.
- a) Mission. The restated mission will be derived from the battalion commander approved restated mission. (See Task 3 of this analysis, for detailed tasks associated with mission analysis.)
  - b) Area of operations and area of interest (based on IPB and intelligence annex to higher headquarters OPORD/operations plan [OPLAN]).
  - c) Enemy situation (based on IPB and intelligence annex to higher headquarters OPORD/OPLAN).
  - d) Enemy capabilities.
    - (1) Estimates, with the CMLO, the effects of enemy-delivered smoke munitions and NBC weapons on friendly operations.
    - (2) Provides the CMLO with an estimate of the enemy's ability to launch NBC operations.
    - (3) Coordinates with the S4 to assess the impact of enemy capabilities on battalion logistical operations.
    - (4) Recommends essential elements of information on enemy capabilities that have major impact on CSS activities.
  - e) Conclusions.
- 3) The S2 makes recommendations to the battalion commander and provides information to other battalion staff officers, based on formulated conclusions concerning the effect of the AO on:
- a) Friendly and enemy fires.
  - b) Probable enemy COA.
  - c) Enemy vulnerabilities the battalion can exploit.

- d) The feasibility of various friendly COAs (once developed).
- e) Status of intelligence collection assets.
- 4) The S2 establishes criteria for modification of the supported unit MCOO to focus on issues that affect fire support such as:
  - a) Site to crest.
  - b) Intervening crests.
  - c) Howitzer cant.
  - d) Soil composition (Spade/baseplate emplacement).
  - e) Intervisibility lines.
  - f) Mobility corridors.
  - g) Avenues of approach.
    - (1) Avenues of approach expanded to carry through artillery position areas.
    - (2) Expanded to platoon/company size units.
    - (3) Include enemy reconnaissance units avenues of approach.  
[AN]
- 5) Using the expanded MCOO, the S2 can then template all possible battery size position areas.
- d. The battalion S3 prepares paragraphs 1 and 2a and b of the operations estimate, which include: [FM 101-5, p. C-16]
  - 1) Mission (restated mission from mission analysis). (See Task 3, of this analysis for detailed tasks associated with mission analysis.) [FM 101-5, p. C-16]
  - 2) The situation and COA. [FM 101-5, p. C-16]
    - a) Considerations affecting the possible COAs. [FM 101-5, p. C-16]
      - (1) Operations to be supported.
      - (2) Characteristics of the AO.
        - (a) Weather.

- (b) Reviews and incorporates terrain analysis.
    - (c) Other pertinent factors such as safety and accident prevention; political and psychological analysis.
  - (3) Enemy situation. The S3 reviews and incorporates the enemy situation based on input from S2.
  - (4) Friendly situation. The S3 determines friendly situation using input from all coordinating and special staff and subordinate units.
    - (a) The battalion S3, with the battalion S2, FDO, BAO and BSO, determines the locations and status of battalion units and fire support assets.
      - 1 By using the MCOO and the critical targets by phase.
      - 2 Optimal range of available munitions mix (BAO/FDO).
      - 3 Line of site determination for communications (BSO).
      - 4 Intervening crest-site to crest considerations (FDO).
    - (b) The battalion S3 determines combat capabilities of battalion units. [FM 101-5, p. C-8]
    - (c) The battalion S3 determines locations, status, and mission of supporting units: [FM 101-5, p. C-9]
    - (d) S3 assessment of battalion capability to conduct operations.
  - (5) Determines relative combat power.
  - (6) Identifies enemy capabilities. [FM 101-5, p. C-20]
- b) Anticipated difficulties.
- e. The battalion S3 section prepares staff estimate concerning OPSEC measures.
- 1) Coordinates with the S2 to establish the OPSEC database.

- a) Coordinates with S2 section immediately to determine enemy reconnaissance capability for force security battle.
  - b) Establishes current status of U.S. military AO.
  - c) Assists in development of friendly force profiles by determining:
    - (1) Signatures.
    - (2) Patterns.
    - (3) Indicators.
    - (4) Maintains up-to-date friendly force profiles for the following activities:
      - (a) Intelligence operations.
      - (b) Logistical operations.
      - (c) Tactical operations and maneuver.
      - (d) CP operations.
      - (e) Communications operations.
      - (f) Electro-optics (laser and infrared) operations.
- 2) Develops EEFI.
- a) Determines sensitive aspects of the operation.
  - b) Identifies those aspects of the operation, which if known by the enemy, will allow him to develop measures to counter friendly intended operations.
  - c) Receives recommendations for EEFI from the S2.
- 3) Provides vulnerability assessment.
- a) Determines friendly events, operations, and activities that are susceptible to enemy collection.
  - b) Determines the probability of enemy success in interpreting friendly signatures, patterns, and indicators.
  - c) Identifies vulnerabilities by comparing the friendly force profiles to the enemy collection capability.



- d) Compiles listing of vulnerable aspects of the operation.
- 4) Conducts risk analysis and selects EEFI.
  - a) Determines the risks (loss of time, equipment, manpower, and objectives) associated with an operation if the enemy is able to collect those identified vulnerable aspects of an operation.
  - b) Determines the costs (manpower time, equipment, and objective) of OPSEC measures assigned to identify vulnerable aspects of the operation.
  - c) Determines the probable benefits (reductions in risks) of implementing OPSEC measures.
  - d) Compares cost and benefits of implementing OPSEC measures versus the impact if the enemy exploits the vulnerability.
  - e) Lists vulnerable aspects of the operation that warrant OPSEC measures.
  - f) Selects EEFI.
- 5) Directs implementation and evaluation of OPSEC measures.
  - a) Considers the EEFI.
  - b) Determines availability of assets to implement OPSEC measures.
    - (1) SIGSEC measures.
    - (2) Physical security measures.
    - (3) Information security measures.
  - c) Determines enemy intelligence collector's weaknesses and vulnerabilities.
  - d) Evaluates OPSEC effectiveness.
  - e) Lists OPSEC measures in use.
  - f) Requests evaluation resources.
  - g) Compiles data.
  - h) Determines effectiveness.

- f. The brigade FSO prepares paragraphs 1 and 2a of the fire support estimate, which include: [FM 101-5, p. C-12; MTP 6-115-20-MTP, Task 06-3-02-1300]
- 1) Restated battalion mission and task organization of subordinate forces.
  - 2) The situation and considerations.
    - a) Situation.
      - (1) Intended disposition of major elements of the brigade.
      - (2) Special fire support requirements by phase of battle.
      - (3) Movement and availability of fire support assets.
    - b) Considerations.
      - (1) The brigade FSO determines the artillery ranges to division and brigade targets. [FM 6-20-1, p. 3-9; FM 6-20-40, p. 2-11, A-3; FM 6-20-50, p. 2-11; FN-FA School]
      - (2) The brigade FSO requests from DS FA battalion S3 current and projected operational status of DS and supporting FA systems, including: [FM 6-20, p. 3-8; AN]
        - (a) Tubes (by caliber, number). [FM 6-20-1, p. 3-7, A-3; AN]
        - (b) Number and location of firing batteries. [FN-NTC]
        - (c) Ammunition on hand. [FM 6-20-1, p. 3-9; AN]
        - (d) FDCs. [FM 6-20-1, Chap 3; AN]
        - (e) Number and location of radars. [FM 6-20-1, p. 3-9; FM 6-20-40, p. 2-11; FM 6-20-50, p. 2-11; AN]
        - (f) Numbers and locations of FIST-Vs, COLTs, and other observer/target acquisition systems. [FM 6-20-1, p. 3-9; FM 6-20-40, p. 2-11; FM 6-20-50, p. 2-11; AN]
        - (g) Digital communications systems. [AN]
        - (h) Number of PADS. [AN]

- (3) Availability and status of other fire support resources including:
  - (a) Number and locations of TF mortar platoons.
  - (b) Sources of NSF and support relationships.
  - (c) Tactical air support.
  - (d) Army aviation support.
  - (e) EW and intelligence controlled surveillance assets.
- 3) The brigade FSO coordinates with the FSCoord and the DS FA battalion S3 to determine FA terrain requirements both within and outside the brigade AO. [AN]
- 4) The FSO, as part of the brigade targeting team, conducts TVA to produce HPTL and AGM. [FM 6-20-40, pp. G-2 and G-6]
- 5) The FSO fully coordinates all aspects of the estimate with the battalion S3 and provides a copy to the S3 to support preparation of the FASP. [AN]
- g. The CMLO prepares the NBC estimate, which includes: [ARTEP 71-3-MTP]
  - 1) Available battalion NBC defense capabilities.
    - a) Available chemical unit support.
      - (1) Smoke platoon.
      - (2) Decontamination units/sites.
      - (3) NBC reconnaissance vehicles.
    - b) Status of NBC personnel.
    - c) On hand NBC defense equipment.
    - d) Current status of NBC CL V.
      - (1) Fog oil.
      - (2) Smoke pots.
      - (3) Incendiaries.
  - 2) Assessment of NBC defense capabilities.

- 3) Estimates (with the battalion S2) the effects of enemy-delivered smoke munitions and NBC weapons on friendly operations.
  - 4) In conjunction with the battalion S2, provides an estimate of the enemy's ability to launch NBC operations.
  - 5) In conjunction with the battalion S3 section, considers location for possible decontamination sites and coordinates with brigade S3 for support.
- h. The battalion S4 section prepares paragraphs 1 and 2a of the logistics estimate. [ARTEP 6-115-MTP, Task 06-3-01-6430/10f]
- 1) The S4, in conjunction with the FSB commander and staff, prepares a logistical staff estimate which includes: [FM 101-5, p. C-41]
    - a) Mission (repeats the restated FA battalion mission).
    - b) The situation and considerations.
      - (1) Intelligence situation:
        - (a) Incorporates the enemy situation based on input from the battalion S2.
        - (b) Includes effects of CI on logistics activities.
        - (c) Includes the impact of weather conditions, both present and forecasted, on CSS activities.
      - (2) Tactical situation: reviews friendly situation based on the battalion commander's guidance and input from the battalion S3.
      - (3) Personnel situation.
        - (a) Incorporates the CSS personnel situation based on input from the battalion S1.
        - (b) Coordinates with the battalion S1 to identify changes in the personnel situation that could impact on logistical support to the battalion.
      - (4) Combat service support situation.
        - (a) Maintenance.

## Task Organized by Outcomes for DS FA Bn BF 18

- 1 DA Form 2406 report (maintenance status report).
  - 2 Repair parts (CL IX).
  - 3 Maintenance asset locations and activities (BSA, field trains).
  - 4 Key maintenance personnel status.
  - 5 Available DS and GS support.
  - 6 Assessment maintenance capabilities to support operations.
  - 7 Maintenance status (current, projected) of fire support units is determined. [FM 71-123, p. 8-7; FN-3/24 ID]
- (b) Supply.
- 1 CL I, II, III, IV, V, and VII (logistics status report).
  - 2 Logistics asset locations and activities (BSA, logistic nodes).
  - 3 Key logistics personnel status.
  - 4 Available DS and GS support.
  - 5 Coordinates with augmenting units to identify requirements for nonstandard supplies or repair parts.
  - 6 S4's assessment of capabilities in terms of supply strengths and weaknesses.
  - 7 CL V requirements for the DS FA battalion and subordinate mortar platoons are computed and determined, including CSR and RSR. [FM 6-20, p. 3-8; FN-3/24 ID]
- (c) Services.
- (d) Transportation.

- (e) Labor.
  - (f) Facilities and construction.
  - (g) Health service support (HSS).
  - (h) EPW operations.
  - (i) Other.
  - (j) Determines specific logistics requirements.
- (5) Determines assumptions impacting on battalion logistics.
- 2) The battalion S4 develops an initial assessment of CSS capability to support the battalion.
- 3) Submits the logistics estimate to the battalion S3, battalion XO, and the FSB commander.
- i. The battalion S1 section prepares paragraphs 1 and 2 of the personnel estimate: [ARTEP 6-115-MTP, Task 12-1-C408]
  - 1) Mission (repeats the restated battalion mission).
  - 2) The situation and considerations.
    - a) Intelligence situation.
      - (1) Characteristics of the area of operations.
      - (2) Enemy strengths and dispositions.
      - (3) Enemy capabilities.
    - b) Tactical situation. Reviews the tactical situation using information obtained from the commander's planning guidance and the S3.
    - c) CSS situation. Determines the impact of METT-T on personnel service support requirements. Analyzes the personnel service support situation and determines its impact on soldiers, units, and mission accomplishment.
    - d) Reviews the civil-military and logistics situations. States their likely influence on personnel service support operations.
    - e) Troop preparedness situation portion of the personnel estimate to include:

- (1) Unit strength. [ARTEP 6-115-MTP, Task 12-1-C408/2b.(5)(a)]
  - (a) Personnel strength (personnel status report) by unit by military occupational specialty (MOS).
  - (b) Key personnel status.
  - (c) Determines critical MOS replacement requirements and priorities for the battalion.
- (2) Replacement information (critical individual and crew replacements and location of replacement processing unit).
- (3) Soldier personal readiness (morale, organizational climate, esprit de corps, and factors which influence them).
- (4) Factors affecting the stability and human potential of individual soldiers, teams, and crews to accomplish the mission.
- (5) Factors that define the organizational climate to include:
  - (a) Communications effectiveness within the chain of command.
  - (b) Performance and discipline standards.
  - (c) Organizational stress.
  - (d) Supervision.
  - (e) Human relations.
- (6) Factors that define soldier, leader, and unit commitment to include:
  - (a) Morale.
  - (b) Motivation.
  - (c) Confidence.
  - (d) Trust.
- (7) Cohesion factors to include:
  - (a) Esprit.

(b) Teamwork.

- f) The battalion S1 coordinates with other staff officers to exchange information relevant to the preparation of the staff estimates. [ARTEP 6-115-MTP, Task 12-1-C408/2d]
  - g) The battalion S1 briefs the personnel estimate to the commander and staff. [ARTEP 6-115-MTP, Task 12-1-C408/2e]
  - h) The battalion S1 updates the personnel estimate based on commander's restated mission and as specific planning guidance becomes available. [ARTEP 6-115-MTP, Task 12-1-C408]
- j. The battalion surgeon prepares the medical estimate.
- 1) The battalion surgeon identifies the FA Bn mission.
    - a) States overall HSS mission.
    - b) Analyzes mission of the battalion from a health service support viewpoint.
  - 2) The battalion surgeon states situation and considerations consisting of facts, assumptions, and deductions that affect the successful support of an operation.
  - 3) The battalion surgeon collects data on the following:
    - a) Enemy situation.
    - b) Friendly situation.
    - c) Characteristics of area (such as terrain, weather, civilian population, local resources, flora, and fauna).
    - d) Strength to be supported.
    - e) Health of command.
      - (1) Acclimation of troops.
      - (2) Presence of disease.
      - (3) Status of immunizations.
      - (4) Adequacy of clothing and equipment.
      - (5) State of morale, training, and physical fitness.



- (6) Managing returned to duty personnel. ...
  - f) Oral health of command.
  - g) Special factors (such as NBC or combat stress).
- 4) The battalion surgeon analyzes HSS.
  - a) Compares the estimated requirement of command and the support means available.
  - b) Performs patient estimate to include mass casualty estimates.
  - c) Calculates support requirements.
  - d) Considers resources and support available.
    - (1) Computes casualty evacuation capability. [AN]
    - (2) Computes hospital bed capacity from forward clearing stations through to division rear hospitals. [AN]
- k. The Bn SO prepares the communications estimate, which includes: [ARTEP 6-115-MTP, Task 06-3-01-2120]
  - 1) Current communications status.
    - a) Secure and non-secure radio communications.
    - b) Retransmission capability.
    - c) Land line capability.
    - d) Satellite communications capability.
    - e) Communications with higher and adjacent units.
  - 2) Communications links from battalion CPs to brigade CPs, subordinate unit CPs, and TF FSEs.
  - 3) Communications equipment status (secure and non-secure).
  - 4) SOI information.
  - 5) Availability of communications personnel.
  - 6) Communication requirements for CPs (current and projected locations).

- 7) Enemy electronic and communications capabilities.
- 8) Constraints, e.g., equipment capabilities (ranges, frequency ranges, dead spaces, atmospheric conditions).
- 9) Current command/control requirements.
  - a) Location and activities.
    - (1) Battalion TOC.
    - (2) Battalion ALOC.
    - (3) Battalion BSOC.
    - (4) Adjacent unit CPs.
    - (5) Brigade TOC.
    - (6) Brigade tactical CP.
  - b) Retransmission status.
    - (1) Positioning.
    - (2) Equipment serviceability and capability.
- 10) The Bn SO states the assessment of the communications and signal capability to support the battalion operation.
- l. The battalion S3 directs the staff to continuously maintain and update forward oriented (in time and space) workstation charts and information. [FM 101-5, p. C-2]
- m. The battalion commander requests information at any time to update his own commander's estimate. [FM 101-5, p. c-2]
- 7. **The battalion commander and staff develop course(s) of action.** [FM 101-5, p. 4-26; FM 71-123]
  - a. The battalion commander provides guidance to the staff which facilitates COA development; guidance ranges from: [FM 101-5 p. 4-26]
    - 1) The development of two or more COAs for every enemy COA.
    - 2) Limiting COA development to only selected enemy COA.
    - 3) Developing only one enemy COA.

- 4) The development of only battalion commander-directed COA.
  - 5) The use of the brigade COA and notes developed during parallel planning by the brigade staff.
- b. The battalion commander attends the brigade's COA development and war-gaming or is represented by the brigade FSO and obtains:
- 1) Selected brigade COAs (which become the basis for the battalion COA).
  - 2) Notes from the brigade's war-gaming to assist in the development of battalion COAs.
- c. The battalion S3 ensures that COAs are developed by the staff that are based on the commander's guidance. [FM 101-5, p. 4-26 and App E, p. E-3]
- d. The battalion S2 develops an enemy situation template (SIT TEMP) for each enemy COA to be war-gamed.
- e. The battalion S3 leads the staff through COA development and: [FM 101-5, p. 4-46, E-3]
- 1) Develops battalion's movement plan for each COA. [FM 101-5, p. 4-26] [FN-194 AR]
  - 2) Provides COA sketches with proposed artillery position areas to other coordinating and special staff sections.
  - 3) Considers terrain management during development of COA. [FM 6-20-40, p. 2-19; FM 6-20-50, p. 2-18; AN]
  - 4) Considers the brigade selected COA and war-gaming notes.
- f. The battalion S3, in conjunction with the staff, develops COAs that are: [FM 101-5, p. 4-26 and App E, p. E-1]
- 1) Suitable:
    - a) Able to accomplish the mission.
    - b) Focused on the restated mission.
    - c) Comply with the higher commander's intent.
  - 2) Feasible: unit has required resources.

- 3) Acceptable in terms of loss of personnel, time, or material; risk to mission accomplishment is within acceptable limits.
- 4) Distinguishable, as identified at a minimum by:
  - a) The task organization.
  - b) The main effort.
  - c) The scheme of fire support.
- 5) Complete, in that it addresses:
  - a) Who: Forces which will execute the action.
  - b) What: Type of action contemplated to include battalion mission essential tasks.
  - c) When: Time the action begins.
  - d) Where: Location of sector or zone.
  - e) How: Method of conducting the operation using major available assets, to include the task and purpose for the main and supporting efforts.
  - f) Why: Purpose of the action and the battalion commander's intent.
- g. The battalion S3, in conjunction with the staff, develops COAs that integrate:  
[CGSC Student Text 101-5, p. 3-1]
  - 1) The battalion's mission.
  - 2) The higher commander's intent and guidance.
  - 3) The battalion commander's guidance.
  - 4) The task organization.
  - 5) The brigade and DS FA battalion CCIR.
  - 6) The battlefield organization.
  - 7) The battalion essential tasks.
  - 8) Effective use of C2.
  - 9) Enemy use of weapons of mass destruction.

- 10) Combat service support considerations.
- h. The battalion S3 leads the entire staff in developing COAs by using the following steps: [FM 101-5, p. 4-26]
  - 1) Analyze relative combat power.
  - 2) Generate conceptual possibilities.
  - 3) Array initial forces.
  - 4) Develop the movement plan.
  - 5) Determine critical targets by phase of the brigade operation.
  - 6) Prepare COA statements and sketches.
- i. Each battalion staff officer integrates his BOS COA into the battalion S3's COAs. [FM 101-5, p. 4-26]
  - 1) The battalion S1 identifies personnel COAs which can support the scheme of maneuver identified by each S3 COA.
  - 2) The battalion S2 identifies threat COA.
  - 3) The battalion S4 identifies logistics COAs which can support the scheme of maneuver identified by each S3 COA.
  - 4) The Bn SO identifies COA to support each S3 COA.
  - 5) The battalion surgeon identifies COAs to support each S3 COA.
    - (a) Considers all support requirements and resources available.
    - (b) Determines major COAs which will support the commander's operational plan and accomplish the HSS mission.
    - (c) Expresses COA in terms of what, when, where, how, and why.
  - 6) The CMLO identifies NBC COAs which can support the scheme of maneuver identified by each S3 COA. [AN]
- k. The brigade FSO participates in brigade targeting team efforts during COA development. [AN]
- 8. **The battalion commander and staff analyze course(s) of action.** [FM 101-5, p. 4-28]

- a. The battalion commander analyzes COA(s) alone or in conjunction with the staff. [FM 101-5, p. 4-43; p. F-2]
- b. The battalion S3 and staff conduct the war-game following these steps: [FM 101-5, or CGSC student text (ST) 101-5; AN]
  - 1) Gather the tools:
    - a) Post commander's COA, with AO, on a map.
    - b) Post enemy SIT TEMP.
    - c) Post current friendly unit dispositions.
    - d) Post MCOO.
    - e) Post position area overlay.
  - 2) List all fire support and target acquisition units in brigade AO.
    - a) Organic, assigned, attached, reinforcing, CSS.
    - b) GS/GSR units.
    - c) Constraints and restrictions from higher headquarters.
    - d) Priority of support.
    - e) Combat multipliers.
    - f) Enemy critical events list. [FN-NTC]
  - 3) List the assumptions.
    - a) Assumptions from higher headquarters OPLAN.
    - b) Enemy options and activities.
    - c) Friendly strengths and activities.
  - 4) List known critical events, anticipated DPs, and trigger events from current position to final objective.
  - 5) List significant factors.
    - a) Massing fires at vital points and prescribed times.
    - b) Providing continuous fires for committed force.

- c) Supporting the brigade plan.
- 6) Select the war-gaming method.
  - a) The belt technique.
  - b) The avenue in depth technique.
  - c) The box technique.
  - d) Any other technique in which the commander and staff are trained.
- 7) Select a technique to record and display war-game results.
  - a) The narrative technique.
  - b) The sketch note technique.
  - c) A synchronization matrix.
- 8) War-game the battle and assess the results.
- c. The battalion S2 provides the enemy commander's perspective during the war-game and:
  - 1) Role plays the enemy commander during the war-game.
  - 2) Ensures that the staff fully addresses friendly responses for each enemy COA by trying to win the war-game for the enemy.
  - 3) Displays the enemy DST and/or synchronization matrix for each enemy COA.
  - 4) States information requirements to support DPs.
  - 5) Displays enemy NAIs that will support enemy TAIs and DPs.
  - 6) Refines enemy SIT TEMPs.
  - 7) Participates in targeting conferences.
  - 8) Describes enemy reactions, predicts losses, verifies friendly NAIs, TAIs and HVTs.
- d. The battalion S3 presides over the war-gaming of each selected COA and ensures that: [FM 101-5, p. 4-26]
  - 1) Each COA is war-gamed against selected enemy COA.

- 2) Entire staff is present.
  - 3) Staff members have current estimate for their areas of responsibility.
  - 4) Staff members have planning factor tools to enable them to compute resources consumed during the war-game.
  - 5) War-game addresses combat ratios of friendly and enemy forces throughout the battle.
  - 6) War-game notes are kept by means of a synchronization matrix.
  - 7) War-game notes are kept to use to develop the FASP.
  - 8) Advantages and disadvantages are listed as they become obvious.
  - 9) The entire battalion staff actively participates in the war-game.
  - 10) Staff remains unbiased towards a specific COA.
  - 11) Premature conclusions are not drawn.
  - 12) Comparing one COA with another is avoided.
  - 13) Feasibility is continually assessed and analysis is stopped if COA becomes unfeasible.
- e. The DS FA battalion commander and the battalion staff fully analyze (war-game) each COA and determine: [FM 101-5, p. 4-29, p. F-19]
- 1) General.
    - a) Refinements or modifications of selected COA.
    - b) Requirements for force protection.
    - c) An estimate of battle duration for each critical event as well as the entire battle.
    - d) Projection of critical targets and attack criteria for each by critical event.
    - e) Identification of additional fire support required to service designated HPTs.
    - f) Verification of sensor taskings to provide targetable intelligence in a timely manner for required HPTs (Brigade BF 15, 18).



- g) Requirements to eliminate fratricide.
  - h) Identify additional requirements for CS.
  - i) Identification of strengths and weaknesses.
  - j) The brigade deep, close, and rear battles are considered during the war-gaming.
- 2) C2.
- a) Clearly identified commander's vision of the battle.
  - b) All major battlefield events anticipated.
  - c) Synchronization requirements.
  - d) Required coordination with adjacent units.
  - e) Communication requirements and priorities. [ARTEP 6-115-MTP, Task 06-1-01-4100]
    - (1) Ability to support tactical operations and the impact of current and planned operations on communications support.
    - (2) Implementation of offensive EW policies and procedures.
    - (3) OPSEC requirements and implementation of SIGSEC measures.
    - (4) Determination of CP locations.
    - (5) Communications aspects of CP locations.
    - (6) Recommended sites for CPs and headquarters.
  - f) Command relationships.
  - g) Identification of C2 requirements.
    - (1) For DS FA C2 positioning.
    - (2) To overcome enemy interference of friendly C2.
    - (3) To minimize effect of destruction of friendly CPs.
    - (4) Chain of command replacement.

- (5) Sequence of command.
  - (6) Continuity of operations.
- h) CCIR and PIR.
- i) DPs.
- j) Critical events.
- k) Requirements to eliminate fratricide.
- 3) Intelligence.
  - a) NAIs.
  - b) TAIs.
  - c) Counter-reconnaissance requirements.
  - d) HPTs.
  - e) Optimal times and locations to maximize enemy casualties and force destruction.
  - f) Ways and means to separate attacking enemy echelons.
  - g) Ways and means to disrupt enemy formations.
  - h) Ways and means to force enemy into areas consistent with the brigade commander's intent.
- 4) Maneuver.
  - a) Missions and tasks assigned to TFs.
  - b) Task organization requirements.
  - c) Deception and surprise requirements.
  - d) Branches and sequels to maneuver scheme.
  - e) Counter-reconnaissance requirements.
  - f) Scheme of maneuver:
    - (1) Engagement areas.

- (2) Control measures.
- (3) Passage of lines.
- (4) Battle phasing (if appropriate).
- (5) Positioning of batteries in support of TF plans.
- (6) Terrain (e.g., battery locations) requirements and assignment to battalion elements.
- (7) Identification of tasks for battalion elements.
- (8) Missions and tasks assigned to Army aviation units and their schemes of maneuver. [ARTEP 71-3 MTP, Task 71-3-3011/1]
- (9) Gap crossing requirements.
- g) Integration of deep fires to support the brigade scheme of maneuver. [ARTEP 71-3 MTP, Task 71-3-3008/1]
  - (1) Times, locations, and events for deep battle handover between the division and the brigade are determined. [AN]
  - (2) Times, locations, and events are selected from which brigade subordinate units will accept close battle responsibilities.
- h) Rear operations integrated into the brigade scheme of maneuver.
  - (1) Fire planning and fire support coordination in brigade rear area.
  - (2) Level of threat.
  - (3) Available fire support means.
- i) Effects of limited visibility on maneuver and movement.
- j) Requirements impacting on deconfliction of fire support with Army aviation operations.
  - (1) A2C2.
  - (2) Army aviation unit and forward arming and refuel point(s) locations.

- (3) FA locations and targets.
  - (4) RPV launch and recovery sites and flight paths.
  - (5) SEAD.
  - (6) JAAT.
  - k) Continuous assessment of DS FA battalion subordinate unit's strength throughout the war-game.
- 5) Fire support.
- a) Updated HPT list.
  - b) AGM.
  - c) Priority for lethal and nonlethal fire support effort.
  - d) Employment of special munitions.
    - (1) FASCAM fires are determined and synchronized with other indirect fires. [ARTEP 71-3-MTP, Task 71-3-8003/3a; FM 6-20-40, p. 3-19, H-1; FM 6-20-50, p. 3-19, I-1]
    - (2) Obscurant fires are determined and synchronized with other indirect fires. [FM 6-20-40, p. 3-19, H-17; FM 6-20-50, p. I-16]
    - (3) Copperhead and other PGM are planned and synchronized with other indirect fires. [FM 6-20-40, p. H-22; FM 6-20-50, p. I-12]
    - (4) Illumination fires are determined and synchronized with other indirect fires. [FM 6-20-40, p. 3-19]
  - e) Fire support massing integration with maneuver and priorities. The synchronization of fires with maneuver is accomplished during brigade planning by integrating the decide, detect, deliver, and assess methodology into the brigade commander's tactical decision-making process (DMP). The war-gaming process must use the brigade DST to develop the FSEM.
  - f) Indirect fires in support of brigade SEAD operations. [ARTEP 71-3-MTP, Task 71-3-3011/2b]

- g) Opportunities to obscure enemy observation posts (OPs), target acquisition assets, and direct fire systems through lethal and nonlethal fires.
- h) Lethal and nonlethal fires planned in the brigade deep battle; desired effects of deep fires are: [FM 100-5, p. 6-14]
  - (1) Restrict the enemy commander's freedom of action. [FM 100-5, p. 6-14]
  - (2) Reduce and eliminate the enemy commander's ability to implement coherence and tempo in his command and control. [FM 100-5, p. 6-14]
  - (3) Attrit the enemy force or selected parts of it in order to ensure that brigade units involved in the close battle have sufficient combat power to accomplish designated missions. [FM 100-5, p. 6-14]
  - (4) Create opportunities and advantages the brigade can exploit. [FM 6-20, p. 3-10]
- i) Deep battle targets selected, which may include: [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
  - (1) Enemy second-echelon forces. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
  - (2) Enemy C3 facilities. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1; FM 6-20, p. 3-10]
  - (3) Enemy reserves, counterattack forces, and follow-on forces. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
  - (4) Routes and avenues of approach enemy second echelon, reserves, and follow-on forces will use to move into the battalion close battle area. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
  - (5) Enemy logistics sites. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
- j) Lethal and nonlethal fires synchronized to shape the brigade's close battle by: [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]

- (1) Disorganizing, delaying, weakening, and canalizing the enemy as they enter the brigade's close battle area. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
  - (2) Stripping away enemy reconnaissance, surveillance, and target acquisition elements. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1; FM 6-20, p. 3-10]
  - (3) Impairing enemy C2 by causing vehicles to button up and by destroying vehicle optics and antennas. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
- k) Lethal and nonlethal fires planned and synchronized to support brigade R&S operations; desired effects of fires are to: [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
- (1) Suppress enemy forces engaging brigade R&S forces. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
  - (2) Protect the movement and infiltration of R&S forces and target acquisition assets. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
  - (3) Inflict casualties and force enemy units to deploy early and reveal the enemy's main attack. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
  - (4) Reduce the enemy's capability to gain information by eliminating enemy reconnaissance forces and intelligence-gathering assets. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
  - (5) Deceive the enemy as to the location of brigade units. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
  - (6) Slow and canalize enemy movement to provide better targets for maneuver direct fire systems. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
  - (7) Suppress enemy direct and indirect fire weapons. [FM 6-20-40, p. 3-42; FM 6-20-50, p. 3-28]
  - (8) Use attack guidance and DST to develop appropriate triggers for the FSEM to synchronize fires.

- l) Lethal and nonlethal fires planned and synchronized to support brigade offensive operations. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
  - (1) Fires are planned for terrain that will be traversed by brigade units; desired effects are to: [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
    - (a) Suppress, neutralize, or destroy enemy OPs and target acquisition systems. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
    - (b) Suppress, neutralize, or destroy enemy direct fire systems. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
    - (c) Deny enemy attack helicopters use of potential attack positions. [FN-NTC]
    - (d) Suppress, neutralize, or destroy enemy elements that are to be bypassed. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
  - (2) Fires planned on flanks; desired effects are to: [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
    - (a) Protect brigade units during movement. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
    - (b) Reduce the number of brigade units committed to flank security. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
  - (3) Fires planned on brigade objectives; desired effects are to: [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
    - (a) Concentrate fires to suppress, neutralize, and destroy forward enemy elements. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
    - (b) Create points of penetration into enemy defenses. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
    - (c) Suppress enemy forces which will respond to penetrations or breakthrough of enemy positions. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]

- (d) Assist brigade forces to maneuver to positions to provide direct fires against enemy forces in the defense. [FM 6-20-40, p. 3-2; FM 6-20-50, p. 3-2]
- (4) Use attack guidance and DST to develop appropriate triggers for the FSEM to synchronize fires.
- m) Lethal and nonlethal fires planned and synchronized to support brigade defensive operations. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
  - (1) Fires are planned in the main battle area (MBA); desired effects are to: [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
    - (a) Deny the enemy information about brigade units and intentions by reducing capabilities of enemy reconnaissance and intelligence-gathering elements. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
    - (b) Inflict maximum enemy casualties at choke points and obstacles. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
    - (c) Canalize the enemy, deny enemy use of terrain, and cause the enemy to deploy early and reveal the main attack. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
    - (d) Delay, disrupt, suppress, and destroy enemy direct and indirect fire weapons throughout the brigade sector. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
    - (e) Isolate forward enemy units from follow-on forces in the MBA. [FM 6-20-40, p. 3-18; FM 6-20-50, p. 3-18]
  - (2) Fires are planned to support disengagement of brigade elements; desired effects are to: [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-19]
    - (a) Increase tempo of battle to create opportunities for brigade units to disengage. [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-20].
    - (b) Allow brigade units to withdraw from positions without being effectively hindered or delayed. [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-20]



- (c) Support repositioning and movement of brigade units to other positions. [FM 6-20-40, p. 3-19; FM 6-20-50, p. 3-20]
  - (d) Support brigade counterattack forces. [AN]
- (3) Use attack guidance and DST to develop appropriate triggers for the FSEM to synchronize fires.
- n) Lethal and nonlethal fires planned and synchronized to provide time and to assist brigade units in their consolidation (of objectives, of positions) and reorganization. [FM 6-20-40, p. 3-1; FM 6-20-50, p. 3-1]
- o) Fire support assets allocated to provide support to the rear battle and defense of brigade rear area units. [FM 6-20, p. 3-11; FN-NTC]
- p) Critical fire support tasks, by phase, must be synchronized with target acquisition requirements, positioning of delivery systems, prioritization of tasks, and triggers as required. A non-doctrinal tool to manage this information is the observer plan. [AN]
- q) Determination of FSCM to support the synchronization of indirect fires. [FM 6-20-40, p. E-1; FM 6-20-50, p. G-1]
- r) A2C2.
- s) Lethal and nonlethal fires to support SEAD.
- t) Lethal and nonlethal fires to execute JAAT.
- u) Lethal and nonlethal fires to attack AD related targets, e.g., UAV launch and control sites, attack helicopter attack positions.
- 6) Mobility/survivability.
  - a) Likely times and areas for enemy or friendly NBC events.
  - b) FASCAM employment.
  - c) Engineer effort integrated with maneuver and in accordance with commander's priorities.
  - d) Requirements for force protection.
  - e) Initial deployment of NBC decontamination units.

- f) Determine MOPP.
  - g) Optimum times and locations for employment of smoke.
  - h) Location and extent of brigade directed obstacles.
  - i) The use of special munitions (e.g., FASCAM and smoke) must consider the following planning factors:
    - (1) Diversion of firing capability from delivery of lethal fires.
    - (2) Diversion of transportation to provide necessary munitions.
    - (3) Capability of other delivery systems (i.e., brigade mortars to provide smoke capability).
  - j) Engineer support for DS FA battalion mobility or survivability.
- 7) Air defense.
- a) Air defense support and priorities.
  - b) Weapons status during battle phases.
  - c) Direct fire systems in air defense role.
  - d) Early warning requirements.
- 8) CSS.
- a) Additional combat, combat support, and CSS required.
  - b) Medical support requirements:
    - (1) Casualty estimates.
    - (2) Medical evacuation (MEDEVAC) support.
    - (3) The battalion S4 section ensures location of medical facilities is integrated with the overall CSS plan.
  - c) CSS requirements:
    - (1) Critical classes of supply.
    - (2) Supply priorities.
    - (3) Maintenance support requirements and priorities.

- (4) Transportation requirements and priorities.
  - d) Rear operations.
    - (1) Determines the level of threat (CL I, II, or III).
    - (2) Determines the positioning of critical rear area bases and base clusters/units to ensure support and enhance security.
      - (a) Positions trains away from main avenues of approach.
      - (b) Positions trains in easily defended area.
      - (c) Positions trains near reserve location.
      - (d) Positions trains away from likely airborne or airmobile landing sites.
  - e) Determines locations of prepositioned stocks.
  - f) Determines requirements for obstacle material.
  - g) Determines varieties and quantities of electronic emissions.
  - h) Determines reconstitution requirements, if needed.
  - i) Assesses replacement operations.
  - j) Continuously assesses of battalion subordinate unit's CSS status throughout the war-game.
  - k) Constantly compares required and available CSS to identify shortfalls and ways and means to eliminate or reduce the effect of these shortfalls.
- f. The battalion commander and key staff (e.g., XO, S3) determine acceptable level of risk based on COA selected following these steps: [FM 101-5, p. 4-31]
- 1) Identify hazards and major events.
  - 2) Assess hazards.
  - 3) Make risk decisions.
  - 4) Implement controls.

- g. When war-gaming identifies additional required information, or if information is unclear, the responsible staff officer aggressively pursues needed information. [AN]
- h. The battalion commander, when required, employs the MDMP in a time-constrained environment by: [FM 101-5, p. 4-42]
  - 1) Personally performing all the steps of the war-gaming.
  - 2) Adhering to all the required principles.
  - 3) Having as many of the staff present with the commander as possible, given the tactical situation.
  - 4) Considering all elements of combat power.
  - 5) Using less time consuming war-gaming methods such as the critical points (box method).
- 9. **The battalion staff compares courses of action.** [FM 101-5, p. 4-32]
  - a. The battalion S3 supervises comparisons of COA by the staff and ensures: [FM 101-5, p. 4-32]
    - 1) Use of commander's previous guidance on comparison criteria.
    - 2) Use of directed criteria and prescribed weighting of factors to build a decision matrix.
    - 3) Selection of a battalion staff COA for recommendation to commander.
  - b. Each battalion staff officer prepares a COA decision matrix for his own BOS/area of responsibility. [FM 101-5, p. 4-32]
    - 1) The battalion S1 identifies the COA which can best be supported from the personnel standpoint based on a prepared COA decision matrix.
    - 2) The battalion S2 identifies the COA that is best supported from the intelligence standpoint based on a prepared COA decision matrix.
    - 3) The battalion S4 identifies COA that best supports the battalion operation from the logistical point of view based on a prepared COA decision matrix.
    - 4) The battalion S3 identifies the best COA from the operations standpoint based on a prepared COA decision matrix.

- 5) The brigade FSO, at the brigade CP, develops a COA decision matrix and completes a comparison and states the COA that best supports the brigade operation from the fire support standpoint. [FM 6-20-40, p. 2-3; FM 6-20-50, p. 2-3; FM 34-130, p. A-7; FM 101-5, p. 4-28, F-34]
  - 6) The Bn SO develops a COA decision matrix and completes a comparison and states the COA that best supports the battalion operation from the communications standpoint.
  - 7) The battalion surgeon evaluates and compares COAs and records results on a COA decision matrix.
    - a) Compares probable outcome of each COA to determine which one offers the best chance of success.
    - b) Compares all COAs listed in terms of significant advantages and disadvantages.
    - c) States conclusions.
    - d) States if mission can be supported.
    - e) States which COA can best be supported from the health service support standpoint.
    - f) Lists the limitations and deficiencies in the preferred COA that must be brought to the commander's attention.
    - g) Lists factors adversely affecting the health of the command.
  - 8) The CMLO evaluates and compares COAs and records results on a COA decision matrix. [AN]
- c. The battalion S3 identifies the best COA to recommend to the battalion commander. [FM 101-5, p. F-38]
- 1) Each battalion staff member presents his findings to the other staff members for consideration.
  - 2) The battalion S3 chooses which COA will produce battlefield success if the staff is unable to reach a decision.
  - 3) The battalion staff prepares necessary briefing charts for the COA brief to the commander.
  - 4) The staff prepares updated estimate notes for their respective staff area.

- 5) The battalion S3 prepares a list of assumptions for each COA.
  - 6) The battalion S3 ensures that a COA sketch with implementing statements has been prepared for each COA.
  - 7) The battalion S3 ensures that the war-game notes or worksheets are prepared.
- d. The battalion S3, with the staff present, briefs the battalion commander on the results of the staff COA comparison including: [FM 101-5, Chap 4, p. 4-33]
- 1) The intent of higher headquarters.
  - 2) The battalion restated mission.
  - 3) The status of battalion forces.
  - 4) The updated intelligence estimate.
  - 5) Own COAs to include:
    - a) Assumptions used in the war-game.
    - b) Results of staff estimates.
    - c) Advantages and disadvantages of each COA.
  - 6) Recommended COA.
  - 7) Branches to each COA.
  - 8) Unresolved issues.
  - 9) Dissenting staff positions.
- e. The battalion commander makes a decision based on essential information and doctrinally sound solutions: [FM 101-5, p. 4-33 and 4-34]
- 1) The battalion commander remains unbiased.
  - 2) The battalion commander selects the COA he believes to be most advantageous to achieving success and accomplishing the battalion mission.
  - 3) The battalion commander reaches his decision based on:
    - a) His experience.

- b) His trust and confidence in the capabilities of his command.
  - c) His estimate of the situation.
  - d) The inherent flexibility of the selected COA.
- 4) The battalion commander may agree with the staff recommended COA, modify it, or select another COA.
- 5) The battalion commander must consider the additional staff work required if other than the staff recommended COA is chosen.
- f. The battalion commander, once he has made his COA selection: [FM 101-5, p. 4-34 and 4-35]
  - 1) Refines the selected COA into a clear, concise statement of his intent, the general scheme of maneuver, and supporting fires for the operation.
  - 2) States the who-what-when-where-how and why associated with the COA.
  - 3) States the risk he is willing to accept to accomplish the mission.
- g. The battalion commander when required, employs the MDMP in a time-constrained environment by: [FM 101-5, p. 4-42]
  - 1) Having available generic COA decision/comparison matrices to save time.
  - 2) Reducing the number of comparison criteria.
  - 3) Being personally involved in the COA comparison process with the staff.
  - 4) Personally conducting the COA comparison.
- 10. **The battalion commander announces the course of action decision.** [FM 101-5, Chap 4, p. 4-33]
  - a. The battalion commander announces his decision to the staff by stating: [CGSC Student Text 101-5, p. 5-2; FM 101-5, p. 4-35]
    - 1) A clear, concise statement of his intent.
    - 2) A concept of operation.
    - 3) What supporting fires the operation will need.
    - 4) Specific command and support relationships.
    - 5) A clear designation of the main effort.

- 6) How the command will defeat the enemy.
  - 7) The risk the commander is willing to accept.
  - b. The battalion commander and staff conduct reconnaissance to confirm selected COA and make necessary modifications. [FM 101-5, p. 4-54]
  - c. The battalion commander employs the MDMP in a time-constrained environment and announces his decision with the same precision, completeness, and clarity as in a more deliberate process. [FM 101-5, Chap 4, p. 4-44]
  - d. The battalion commander decides what risk he is willing to accept to accomplish the battalion mission and: [FM 101-5, p. 4-35]
    - 1) Time permitting, discusses the risk with adjacent and higher units.
    - 2) Obtains higher headquarters' approval to accept any risk that might imperil the brigade commander's intent and mission.
  - e. The battalion S3 ensures that the staff captures the battalion commander's decision in its entirety. [AN]
11. **The battalion staff prepares a field artillery support plan.** [FM 101-5, Chap 4]
- a. The battalion commander and S3 conduct a quick mission analysis of the brigade OPOD and fire support plan prior to finalizing the FASP.
  - b. The battalion commander states the battalion task organization he desires to the staff, considering: [FM 101-5, Chap 4, p. 4-35]
    - 1) The existing battalion task organization and locations of elements.
    - 2) Specific unit strengths and weaknesses.
    - 3) Practical time considerations involved in the task organizing.
    - 4) COA war-gaming results that determined generic unit requirements.
  - c. The battalion commander specifies command and support relationships: [FM 101-5, Chap 4, p. 4-35]
    - 1) Command relationships include:
      - a) Organic.
      - b) Assigned.
      - c) Attached.



- d) Operational control.
- 2) Support relationships include:
  - a) DS.
  - b) GS.
  - c) GSR.
  - d) Reinforcing.
- d. The battalion staff, under the supervision of the battalion S3, develops a WARNO based on results of COA analysis and commander's decision. The resulting WARNO: [FM 101-5, p. 4-74, AN]
  - 1) Initiates reconnaissance, advance party, and survey operations.
  - 2) Outlines the next operation.
  - 3) Updates other critical information.
  - 4) Addresses special requirements to particular units.
  - 5) Outlines CCIR.
  - 6) Provides task organization and effective time.
  - 7) Updates enemy situation (SIT TEMP).
  - 8) Initiates movement.
  - 9) Provides NAIs for immediate focus.
  - 10) Updates timeline.
  - 11) Provides concept of operation.
  - 12) Specifies tasks to units.
  - 13) Provides the mission statement.
  - 14) Provides the battalion commander's intent.
  - 15) Provides pertinent extracts taken from more detailed battalion orders.
  - 16) Provides minimal control measures.

- 17) Provides timely changes to existing battalion orders.
- 18) Informs higher and adjacent headquarters of changes to existing battalion orders.
- f. The battalion S3 supervises the staff in converting the war-gaming notes and commander's guidance into a written order (FASP). [FM 101-5 p. 4-35]
- g. The battalion intelligence section prepares the intelligence annex in accordance with FM 101-5 to include:
  - 1) Summary of enemy situation.
  - 2) Intelligence requirements.
  - 3) Intelligence acquisition tasks.
    - a) Orders to subordinate and attached units.
    - b) Requests to higher, adjacent, and cooperating units.
  - 4) Measures for handling personnel, documents, and materiel.
  - 5) Documents and equipment required.
  - 6) CI.
  - 7) Reports and distribution.
  - 8) Miscellaneous.
  - 9) Appendices as required.
  - 10) Submits the intelligence annex to the S3 for incorporation into the FASP.
  - 11) Incorporates appropriate portions of the security plan in the battalion FASP.
  - 12) Provides intelligence input to the battalion OPSEC plan.
- h. The Bde fire support officer/section develops the brigade fire support plan. (The FASP is based on the brigade fire support plan.) [FM 6-20-1 p. 3-8]
  - 1) Ensures that the brigade fire support plan:
    - a) Supports the commander's intent and priorities for the attack of targets.

- b) Supports the scheme of maneuver.
  - c) Incorporates the 11 principles of fire support listed in Chap 3, FM 6-20.
  - d) Covers gaps in subordinate units' fire plans.
  - e) Addresses each fire support agency or asset involved in the operation.
- 2) Plans and coordinates groups and series of targets, as applicable.
  - 3) Forwards formal target lists, the FSEM, and the AGM to subordinate units for inclusion into their fire plans.
  - 4) Evaluates, and if necessary, programs planned targets from higher and adjacent units into the target list worksheet and schedule of fires, as applicable.
  - 5) Prepares the "fires" portion of the concept of the operation paragraph.
  - 6) Prepares the fire support paragraph/annex.
  - 7) The fire support information addressed in the brigade OPORD includes:
    - a) Priority of fires and how that priority will be executed. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; AN]
    - b) Concept of planned fire support within the brigade AO for the deep, close, and rear battles. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FM 101-5, p. H-123, H-128, H-155; AN]
    - c) Division targets the battalion is responsible to acquire and attack. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5]
    - d) Retransmission requirements for fire support communications. [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; AN]
    - e) Tasks to FA units and subordinate FSEs. [FM 6-20-40, p. C-7; FM 6-20-50, p. E-5; FM 101-5, p. H-123; AN]
    - f) Fire support coordinating instructions. [FM 6-20-40, p. C-8; FM 6-20-50, p. E-6; FM 101-5, p. H-72]
    - g) BDA requirements. [FM 6-20-10, p. 2-27]

- h) Task organization and support relationship for fire support assets. [FM 101-5, p. H-123; AN]
  - i) Air support plan, including JAAT and SEAD. [FM 101-5, p. H-123; AN]
  - j) FSCM. [FM 101-5, p. H-128; FN-JRTC]
  - k) Time of execution of scheduled fires relative to H-hour (e.g., preparations, counter-preparations, SEAD). [FM 101-5, p. H-128]
  - l) Special munitions (e.g., FASCAM, Copperhead, smoke, illumination) employment plan. [FM 101-5, p. H-113; AN]
  - m) Cut-off time for subordinate unit submission of fire support plan refinements. [AN]
- 8) The brigade FSO prepares fire support products for inclusion in the brigade OPORD; products include: [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FN-3/24 ID; FN-194 AR]
- a) FSCM graphics. [FM 101-5, p. H-128; AN]
  - b) Target lists. [FM 6-20-40, p. 2-5, C-18; FM 6-20-50, p. 2-5, E-13; AN]
  - c) AGM. [FM 6-20-10, p. 2-16; FM 6-20-40, p. 2-5, C-8; FM 6-20-50, p. 2-5, E-6; FM 101-5, p. H-128; AN]
  - d) HPTL. [FM 6-20-10, p. 2-16; FM 6-20-40, p. C-9; FM 101-5, p. H-128; AN]
  - e) FSEM. [FM 6-20-10, p. 5-11; FM 6-20-40, p. 2-16, C-16; FM 6-20-50, p. E-12; FM 101-5, p. H-173; AN]
  - f) Target selection standards (TSS). [FM 101-5, p. H-128]
  - g) Target overlays. [FM 6-20-40, p. 2-13; FM 6-20-50, p. 2-5; AN]
- 9) The brigade FSO includes DS artillery battalion FASP as an appendix to the brigade fire support plan when the FASP is published.
- i. The battalion S4 prepares input to battalion FASP.
- 1) Coordinates with the battalion S1 and FSB staff for preparation of the battalion service support annex.

- 2) Submits the service support annex to the battalion S3 for incorporation into the FASP.
- 3) Prepares paragraph 4 of the FASP.
- 4) Submits paragraph 4 of the FASP to the battalion.
- 5) Develops administrative movement plans as required.
- 6) Prepares CSS overlay for incorporation into the FASP which includes:
  - a) Location of battalion trains.
  - b) MSRs.
  - c) Supply nodes.
  - d) ATPs.
  - e) LRPs.
- 7) Plans transportation and movements.
  - a) Reviews and analyzes all battalion plans and orders for transportation impact.
  - b) Provides transportation input to all orders issued subsequent to issue of FASP/OPLAN.
  - c) Assists the S3 in planning and preparing tactical and administrative motor marches, and by preparing administrative movement orders and march tables.
  - d) Selects MSR and other supply routes and affects subsequent coordination with higher headquarters' movements managers.
  - e) Assists the S3 in planning for the use of logistical airlift.
- 8) The brigade FSO prepares fire support products for inclusion in the brigade OPORD; products include: [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FN-3/24 ID; FN-194 AR]
  - a) FSCM graphics. [FM 101-5, p. H-128; AN]
  - b) Target lists. [FM 6-20-40, p. 2-5, C-18; FM 6-20-50, p. 2-5, E-13; AN]

- c) AGM. [FM 6-20-10, p. 2-16; FM 6-20-40, p. 2-5, C-8; FM 6-20-50, p. 2-5, E-6; FM 101-5, p. H-128; AN]
- d) HPTL. [FM 6-20-10, p. 2-16; FM 6-20-40, p. C-9; FM 101-5, p. H-128; AN]
- e) FSEM. [FM 6-20-10, p. 5-11; FM 6-20-40, p. 2-16, C-16; FM 6-20-50, p. E-12; FM 101-5, p. H-173; AN]
- f) Target selection standards (TSS). [FM 101-5, p. H-128]
- g) Target overlays. [FM 6-20-40, p. 2-13; FM 6-20-50, p. 2-5; AN]
- 9) The brigade FSO includes DS artillery battalion FASP as an appendix to the brigade fire support plan when the FASP is published.
- j. The battalion S1/S1 section prepares the personnel portion and annex to the battalion FASP.
  - 1) Verifies the battalion task organization.
  - 2) Provides information pertaining to personnel status of attached and subordinate units.
  - 3) Coordinates preparation of the medical support portion of the annex.
  - 4) Establishes requirements and procedures for strength accounting, replacements, and casualty reporting.
  - 5) Prepares the personnel portion of paragraph 4 (service support) of the FASP.
  - 6) Briefs the personnel portion of the FASP.
  - 7) The battalion S1 reviews the religious support plan for the battalion, prepared by the battalion chaplain, for inclusion in the battalion FASP.
- k. The battalion surgeon provides input to the battalion FASP.
  - 1) Develops the HSS plan.
    - a) Ensures that the plan provides for:
      - (1) System of treatment and patient evacuation, including aeromedical evacuation by Army air ambulance.
      - (2) Dental support.

- (3) Mental health and optometry.
- (4) Patient support services (such as laboratory and x-ray).
- (5) Preventive medicine services.
- (6) Establishment or relocation of facilities.
- (7) Medical supply and maintenance support, including technical inspection and status report.
- (8) Medical intelligence, including the examination, processing, and disposition of captured medical supplies and equipment.
- (9) HSS aspects of rear battle, offense, defense, retrograde, and special operations.
- (10) Medical records and reports.
- (11) Medical operations in an NBC environment.
- b) Ensures that the plan supports the commander's intent.
- c) Briefs the plan to the commander.
- 2) Prepares the medical annex.
  - a) Prepares annex in accordance with FM 101-5.
  - b) Reflects consideration of factors of METT-T.
  - c) Bases assessment on facts and valid assumptions.
  - d) Provides for use of existing resources.
  - e) Provides for necessary organization and controls that are flexible, simple, and complete.
  - f) Includes all appropriate medical service support requirements not covered in command SOP.
  - g) Ensures that annex supports the commander's intent, is compatible with higher headquarters medical plans and orders, and is properly coordinated.
  - h) Provides annex to the S3 for incorporation into the battalion FASP.

- i) Coordinates with DS FA battalion S3 for positions of ambulance exchange points and all aid stations.
- l. The Bn SO prepares input to the battalion FASP.
  - 1) Conducts COMSEC and SIGSEC planning for the battalion.
  - 2) Prepares the COMSEC and SIGSEC portions of the EW annex to the battalion FASP.
  - 3) Prepares the portion of the EW annex to each battalion plan or order pertaining to electronic counter countermeasures (ECCM).
  - 4) Prepares the communications annex to the battalion FASP.
    - a) Prepares annex in accordance with FM 101-5.
    - b) Provides the annex to the S3 for inclusion in the battalion FASP.
  - 5) Provides input for the command and signal paragraph of the battalion FASP.
- m. The CMLO prepares input to the battalion FASP which includes:
  - 1) Locations and proposed locations for decontamination sites.
  - 2) Task organization of smoke platoon for smoke operations.
  - 3) MOPP status.
  - 4) OEG.
- n. The battalion S3 section prepares OPSEC plans and annexes.
  - 1) Ensures that WARNOs contain sufficient information for subordinate elements to immediately begin fire support for the force security battle.
  - 2) Ensures that the FASP, OPSEC estimates, plans, and annexes respond to the reconnaissance threat with greatest risk to the force.
  - 3) Ensures that they are in consonance with the commander's concept.
  - 4) Coordinates with S2, S4, provost marshal office, and units to ensure that security plans are established in unit areas, loading areas, and marshaling areas.
  - 5) Monitors the force security battle, adjusting assets to continuously counter the enemy reconnaissance threat.



- 6) Adjusts estimates, plans, and annexes as required.
- o. The battalion S3 receives the maneuver brigade's fire support plan. Battalion and S3 compare it with prior information. The FASP is refined as necessary.
- p. The battalion S3 reviews staff input and integrates items into the FASP.
  - 1) The FASP is based on the brigade fire support plan and contains the necessary information for understanding how field artillery will be used to support the brigade operation.
    - a) Reviews fire support plan to ensure that it is in consonance with command guidance and is synchronized with the planned scheme of maneuver.
    - b) Approves recommendations concerning employment of fire support means.
    - c) Reviews FSCMs.
    - d) Reviews fire support input to the brigade OPORD that includes:
      - (1) Fire support paragraph.
      - (2) Fire support plan.
    - e) Incorporates the "fires" portion into the concept of operation paragraph.
  - 2) The battalion S3 section incorporates the plan for deep operations into the battalion OPLAN.
  - 3) The battalion S3 reviews rear operations plans to ensure compliance with the commander's concept and incorporates rear operations plans into the FASP.
- r. The FASP includes as a minimum the following information and is prepared in a doctrinally correct format. [CGSC Student Text 101-5, p. 6-5]
  - 1) Heading to include:
    - a) Security markings.
    - b) Confirmation statement in regard to oral orders.
    - c) Copy number.

- d) Issuing headquarters.
  - e) Place of issue.
  - f) Date and time order is signed.
  - g) Message reference number.
  - h) Number.
  - i) Code name (if applicable).
  - j) Map references.
  - k) Time zone order is executed.
- 2) Task organization:
- a) Lists major subordinate headquarters in the correct sequence.
  - b) Qualifies relationships other than attachment by parenthetical terms such as operational control, GS, or DS.
  - c) Uses task organization matrix if desired.
  - d) Allocation of all field artillery assets.
  - e) Projected changes to the allocation of FA assets based on tactical contingencies.
- 3) Situation (paragraph 1, always contains three subparagraphs):
- a) Enemy forces:
    - (1) In sketch or outline form rather than in excessive detail.
    - (2) References intelligence annex, intelligence overlay, intelligence report, or intelligence summary. (Uses an intelligence annex only if there is enough information to make an annex necessary.)
    - (3) Provides an assessment of the terrorist threat to the command.
  - b) Friendly forces:
    - (1) Includes mission of higher unit and information concerning higher, adjacent, and supporting units.

- (2) Discusses units essential to the operation.
- (3) States higher commander's concept and intent.
- (4) Provides for minimizing fratricide.
- (5) Lists attachments and detachments:
  - (a) Does not repeat information under "task organization."
  - (b) Indicates "see task organization," if task organization used.
  - (c) States when attachment and detachment is to be effective.
- 4) Mission (paragraph 2):
  - a) States the task and its purpose.
  - b) Outlines essential tasks determined by the commander.
  - c) Contains the elements of who, what, when, where, and why.
- 5) Execution (paragraph 3, includes):
  - a) Concept of operation. A brief paragraph, written by the battalion commander, that:
    - (1) States the commander's vision of the operation.
    - (2) Describes the purpose of the operation.
    - (3) Describes how the commander visualizes achieving the endstate with respect to the relationship between the force as a whole, the terrain, and the enemy.
    - (4) States how the endstate will facilitate future operations.
    - (5) Does not summarize the concept of operation or describe subunit missions.
  - b) Organization for combat. Contains organization, tactical missions, and on-order missions.
  - c) Fires:

- (1) Describes “concept of fires” to support overall concept, including chemical and other special-purpose munitions, within the battlefield framework.
  - (2) States priority of fire support.
  - (3) Includes time and duration of preparatory fires (if applicable).
  - (4) Discusses employment of nuclear and chemical fires.
  - (5) Refers to fire support annex if used.
  - (6) Designates priority use of low-density munitions; priority is designated as to type of fires, preparatory fires, and illumination (time and duration as appropriate).
- d) Positioning and movement instructions.
- e) Specific tasks to be accomplished by specific sub-elements.
- f) Coordinating instructions.
- (1) Target acquisition.
  - (2) Survey (includes priorities, accuracy required, timing, position requirements, and future plans).
  - (3) HPT list.
  - (4) AGM.
  - (5) NBC defense (includes MOPP, OEG, and decontamination instructions).
  - (6) Meteorological messages (source, type, and times).
  - (7) Fire plan (Includes target list and schedule of fires).
  - (8) FSCM.
  - (9) PIR and or IR.
  - (10) Intelligence acquisition tasks.
  - (11) Nuclear/chemical.
  - (12) Ammo restrictions.

(13) Radar deployment order for reinforcing headquarters.

- 6) Commander's directive concerning CSS.
  - 7) Command and signal.
  - 8) Common tabs: FA support matrix, target lists, fire plan, survey tab, target acquisition tab, tactical fire direction system tab, and FA positioning and/or movement.
- s. The battalion S3 section prepares the positioning and movement overlay in the number of copies required to support the operation.
- 1) Overlay is listed as a tab to the FASP.
  - 2) Overlay is consistent with the written portion of the FASP.
  - 3) Overlay uses simple, clear graphics to enable subordinate elements to understand the operation and essential tasks.
  - 4) Overlay uses control measures that provide flexibility to adjust to changing operational conditions.
  - 5) Overlay uses correct military symbols.
  - 6) Overlay accurately depicts higher headquarters control measures.
  - 7) Overlay indicates a proper terrain appreciation.
  - 8) Overlay is produced on a map scale which can be used by subordinate units.
  - 9) Overlay is properly annotated with security markings.
- t. The battalion S3 ensures that the FASP is characterized by: [FM 101-5, Annex H, p. H-2]
- 1) Clarity.
  - 2) Simplicity.
  - 3) Completeness.
  - 4) Authoritative expression.
  - 5) Flexibility.
  - 6) Timelines for subordinates to plan and prepare their own actions.

- 7) Maximum freedom of action for subordinate commanders.
  - 8) Maximum use of overlays or graphics.
  - 9) Most permissive control measures possible.
  - 10) No unnecessary redundancies.
  - 11) Specific friendly information requirements.
  - 12) Focus on retaining or gaining the initiative.
  - 13) Statement of support for higher commanders' intents.
  - 14) Reflection of synchronization planning:
    - a) Battle positions and tasks of maneuver forces based on realistic time-distance factors.
    - b) Reserve force positioning and tasks based on realistic time-distance factors for commitment.
    - c) Combat support positioning and tasks based on realistic time-distance factors for integrated application.
    - d) CSS positioning and tasks based on realistic time-distance factors for integrated application.
  - 15) Command and support relationships.
  - 16) Statement of essential tasks that subordinate units must accomplish.
  - 17) Balance between centralization and decentralization.
  - 18) Tasks expressed in positive terms.
  - 19) Adequate control means.
  - 20) Provision of adequate resources and support.
- v. The battalion commander, when required, employs the MDMP in a time-constrained environment by using pre-formatted orders and graphics to reduce preparation time. [AN]

## **Outcome 2**

Direct support field artillery battalion orders and verbal orders are received and understood by key participants in 1/3 of the available time.

## Task Elements

2. **The battalion receives an order initiating a new mission from higher headquarters.**  
[FM 101-5; FM 6-20-1; ARTEP 6-115-MTP]
  - b. When the division WARNO is received, the brigade FSO informs the FSCoord of the content of the WARNO as soon as the situation permits. Critical information that is communicated includes:
    - 1) Division mission.
    - 2) Division commander's intent.
    - 3) Division concept of operation.
    - 4) Brigade mission.
    - 5) Brigade AO.
    - 6) Enemy situation.
    - 7) Critical timelines.
    - 8) Task organization.
  - c. The battalion may also receive a WARNO from DIVARTY and from the brigade. Critical information from the WARNO(s) and from the commander begins the staff parallel planning process.
  - d. The battalion S3 ensures that critical information is provided to all staff participants during the military decision-making process (MDMP). [FM 101-5, p. 4-44]
  - g. The battalion S3 directs the efforts of the battalion staff in preparation for implementing the battalion MDMP.
    - 1) Upon receipt of the higher headquarters order, the battalion S3 develops a planning and preparation timeline for the staff.
    - 2) The battalion S3 section, with input from the S3, develops the operational timeline which describes mission execution events.
    - 3) The battalion S3 ensures that LNOs are dispatched as required. (The battalion has no authorized LNOs.)

- 4) The battalion S3 prepares to issue an initial WARNO by receiving information from the entire battalion staff. (For detailed WARNO description refer to Task 4 of this analysis.)
3. **The battalion commander and staff conduct mission analysis.** [FM 101-5, Chap 4, p. 4-11]
  - e. The battalion commander, based on his own mission analysis and the mission analysis brief from the battalion staff: [FM 101-5, p. 4-15]
    - 3) Directs the issuance of a WARNO (for a detailed description refer to Task 4, this analysis).
  - f. The battalion commander and staff, when required to employ the MDMP in a time-constrained environment, conduct mission analysis by: [FM 101-5, Chap 4, p. 4-15]
    - 1) The battalion commander personally conducting the mission analysis.
    - 2) The mission analysis being jointly conducted by the commander and staff in the form of a “brainstorming session.”
4. **The battalion S3 directs the staff in the preparation and issuance of a battalion warning order.** [FM 101-5, p. 4-15]
  - a. Battalion WARNOs are prepared and issued in five-paragraph format to all subordinate and attached units and to the reinforcing unit(s). [FM 101-5, p. H-13]
    - 1) Provide major timeline events which accompany mission execution. [FM 101-5, p. H-13]
    - 2) Provide planning focus to subordinate unit commanders and staff. [FN-IN School]
    - 3) Provide essential details of the impending battalion operation. [FM 101-5, p. 4-55, H-13]
  - b. The battalion S3, in conjunction with other staff officers, prepares a battalion WARNO which includes, as a minimum: [FM 101-5, p. H-14]
    - 1) Required maps (if changed from the current FASP). [FM 101-5, p. H-14]
    - 2) Enemy situation updates. [FM 101-5, p. H-14]
    - 3) Battalion events to occur prior to the issuance of the battalion OPORD. [FM 101-5, p. H-14]



- 4) Battalion mission, task, or operation. [FM 101-5, p. H-14]
- 5) Division and brigade mission and intent. [FM 101-5, p. H-14]
- 6) The division and brigade commanders' intent statements (when available). [FM 101-5, p. H-14]
- 7) Battalion commander's restated mission statement. [FN-IN School]
- 8) Earliest time of movement or degree of notice the battalion commander will provide to units for performing tasks or activities. [FM 101-5, p. H-14]
- 9) Orders for preliminary action, reconnaissance, surveillance, and observation. [FM 101-5, p. H-14]
- 10) Service support instructions, any special equipment necessary, regrouping of transport, or preliminary moves to assembly areas, if necessary. [FM 101-5, p. H-14]
- 11) Information for the battalion orders group, which includes: [FM 101-5, p. H-14]
  - a) The rendezvous point and time for assembly of a battalion orders group. [FM 101-5, p. H-14]
  - b) Guidance on attendance of subordinate commanders and staff for the battalion orders group. [FM 101-5, p. H-14]
- 12) Information resulting from decisions made by the commander, which includes: [AN]
  - a) Selection of a battalion COA. [AN]
  - b) Unit boundaries and other control measures. [AN]
- c. The battalion S3 section issues a WARNO which provides subordinate unit commanders and staff with maximum planning time. [FM 101-5, p. 4-55, H-13]
- d. The battalion S3 ensures that the WARNO is, at a minimum, distributed to: [AN]
  - 1) DS FA battalion firing battery commanders.
  - 2) DS FA battalion HHB commander.
  - 3) DS FA battalion service battery commander.

- 4) DS FA battalion staff.
  - 5) Brigade FSO.
  - 6) All reinforcing battalions.
  - 7) Bn TF FSOs.
- e. The battalion commander, when required, employs the MDMP in a time-constrained environment and issues planning guidance that: [FM 101-5, pp. 4-16; FM 6-20-10, Chap 2; AN]
- 1) Shortens planning time by giving more detailed and directive guidance.
  - 2) Adds focus to staff planning by stating options he does not want the staff to consider.
  - 3) Describes restrictions on planning and employment of fires. [AN]
  - 4) Establishes requirements for updating battalion staff running estimates with specific information. [AN]
  - 5) Enables the battalion staff to develop and implement measures to collect CCIR. [AN]
5. **The battalion commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]
- c. The battalion commander issues planning guidance to the battalion staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1. 2-3; FM 6-20-10, p. 1-7]
- 6) Time plan. [FM 101-5, p. 4-23]
    - a) Time allocated for planning and preparation to the battalion staff and to subordinate units. [FM 101-5, p. 4-23]
    - b) The battalion commander determines when, where, and how the battalion order will be issued. [FM 101-5, p. 4-36]
  - 9) The type of planning process the battalion will use to develop the order. [FM 101-5, p. 4-7, 4-8; AN]

- a) MDMP: Assumes sufficient time and experienced staff to thoroughly examine numerous friendly and enemy COAs. [FM 101-5, p. 4-7; AN]
  - b) MDMP under time constraints: Used when time is constrained; commander provides one or more COAs to be developed, war-gamed, and briefed for decision. [FM 101-5, p. 4-8; AN]
- d. The battalion commander conducts a confirmation brief with the staff at the end of his initial planning guidance to ensure that: [FM 101-5, pp. 4-15 and 4-16]
  - 1) The information he has provided will result in timely and effective COA development and analysis.
  - 2) The commander's vision of the operation is imparted to the staff.
  - 3) The guidance provided does not overly restrict staff initiative or inhibit ideas.
- e. The battalion commander, when required, employs the MDMP in a time-constrained environment and issues planning guidance that: [FM 101-5, pp. 4-16; FM 6-20-10, Chap 2; AN]
  - 1) Shortens planning time by giving more detailed and directive guidance.
  - 2) Adds focus to staff planning by stating options he does not want the staff to consider.
  - 3) Describes restrictions on planning and employment of fires. [AN]
  - 4) Establishes requirements for updating battalion staff running estimates with specific information. [AN]
  - 5) Enables the battalion staff to develop and implement measures to collect CCIR. [AN]
- 7. **The battalion commander and staff develop course(s) of action.** [FM 101-5, p. 4-26; FM 71-123]
  - j. The battalion commander, when required, employs the MDMP in a time-constrained environment to develop COAs by: [FM 101-5, p. 4-44]
    - 1) Limiting the number of COAs to be considered.
    - 2) Giving the staff a specific COA.
    - 3) Giving the staff more specific guidance on how to develop COA(s).

- 4) Remaining with the staff and developing the COA(s).
- 5) Developing the COA(s) personally.
8. **The battalion commander and staff analyze course(s) of action.** [FM 101-5, p. 4-28]
  - h. The battalion commander, when required, employs the MDMP in a time-constrained environment by: [FM 101-5, p. 4-42]
    - 1) Personally performing all the steps of the war-gaming.
    - 2) Adhering to all the required principles.
    - 3) Having as many of the staff present with the commander as possible, given the tactical situation.
    - 4) Considering all elements of combat power.
    - 5) Using less time consuming war-gaming methods such as the critical points (box method).
9. **The battalion staff compares courses of action.** [FM 101-5, p. 4-32]
  - g. The battalion commander when required, employs the MDMP in a time-constrained environment by: [FM 101-5, p. 4-42]
    - 1) Having available generic COA decision/comparison matrices to save time.
    - 2) Reducing the number of comparison criteria.
    - 3) Being personally involved in the COA comparison process with the staff.
    - 4) Personally conducting the COA comparison.
10. **The battalion commander announces the course of action decision.** [FM 101-5, Chap 4, p. 4-33]
  - c. The battalion commander employs the MDMP in a time-constrained environment and announces his decision with the same precision, completeness, and clarity as in a more deliberate process. [FM 101-5, Chap 4, p. 4-44]
11. **The battalion staff prepares a field artillery support plan.** [FM 101-5, Chap 4]
  - d. The battalion staff, under the supervision of the battalion S3, develops a WARNO based on results of COA analysis and commander's decision. The resulting WARNO: [FM 101-5, p. 4-74; AN]
    - 1) Initiates reconnaissance, advance party, and survey operations.

- 2) Outlines the next operation.
  - 3) Updates other critical information.
  - 4) Addresses special requirements to particular units.
  - 5) Outlines CCIR.
  - 6) Provides task organization and effective time.
  - 7) Updates enemy situation (SIT TEMP).
  - 8) Initiates movement.
  - 9) Provides NAIs for immediate focus.
  - 10) Updates timeline.
  - 11) Provides concept of operation.
  - 12) Specifies tasks to units.
  - 13) Provides the mission statement.
  - 14) Provides the battalion commander's intent.
  - 15) Provides pertinent extracts taken from more detailed battalion orders.
  - 16) Provides minimal control measures.
  - 17) Provides timely changes to existing battalion orders.
  - 18) Informs higher and adjacent headquarters of changes to existing battalion orders.
- e. The battalion S3 section issues the WARNO which provides critical information from the COA analysis and battalion commander's decision. [AN]
- h. The Bde fire support officer/section develops the brigade fire support plan. (The FASP is based on the brigade fire support plan.) [FM 6-20-1 p. 3-8]
- 3) Forwards formal target lists, the FSEM, and the AGM to subordinate units for inclusion into their fire plans.
- q. The battalion S3 section publishes the FASP in enough copies required to support the operation. It may be in the form of a written FA support plan, an FA support matrix, or oral orders. [CGSC Student Text 101-5, p. 6-5]

12. **The battalion commander and staff issue a field artillery support plan (FASP).** [FM 101-5, Chap 4]
  - a. The battalion commander is in charge of the FASP briefing. [AN; FM 101-5, p. 4-59]
    - 1) When possible, the battalion commander personally issues the FASP with all key individuals present. [AN; FM 101-5, p. 4-59]
    - 2) The battalion S3, with approval of battalion commander, determines a briefing sequence (TSOP item).
    - 3) The battalion commander and staff issue the FASP employing techniques to facilitate understanding and coordination. [FM 101-5, p. 4-59]
      - a) When feasible, the battalion commander issues the FASP to subordinates on-the-ground forward in the battle area. [FM 101-5, p. 4-59]
      - b) A location is chosen to issue the FASP that reduces travel time for key leaders.
      - c) A location is chosen to issue the FASP that enhances OPSEC.
      - d) The battalion staff prepares sketch charts and graphic aids to enhance the brief. [FM 101-5, p. 4-59]
    - 4) All battalion key staff and subordinates are present at the issuance and are alert and attentive during briefing. [FM 101-5, p. 4-59]
    - 5) The FASP is issued within not more than 1/3 of the total time available before execution. [ARTEP 71-3 MTP, Task 71-3-3002]
      - a) The battalion ensures that the 1/3 time includes time required for planning, as well as all battalion directed activities and events (e.g., rehearsals, leaders reconnaissance) which impact on subordinate leaders' time. [AN]
      - b) The battalion S3 ensures that maximum information is provided to subordinate units during the planning process to facilitate concurrent planning. [AN]
      - c) The battalion S3 ensures that all key commanders/leaders receive a copy of the FASP with all appropriate attachments and overlays. [ARTEP 71-3 MTP, Task 71-3-3002]

- d) Subordinate leaders and staff members are provided timing of and guidance for subsequent briefbacks and rehearsals.
- 6) The battalion S3 ensures that the FASP is, at a minimum, distributed to:  
[AN]
  - a) DS FA battalion firing battery commanders.
  - b) DS FA battalion HHB commander.
  - c) DS FA battalion service battery commander.
  - d) DS FA battalion staff.
  - e) Brigade FSO.
  - f) All reinforcing battalions.
  - g) Bn TF FSOs.
- b. The battalion commander conducts confirmation briefs immediately after the FASP and should serve as a final check to ensure clear understanding of his intent. [FM 101-5, p. 4-59]
  - 1) Subordinates repeat back to the commander what the FASP indicated for them to do and why, to include:
    - a) Critical tasks.
    - b) Specified missions.
    - c) Implied missions.
    - d) Own restated mission.
    - e) Battalion commander's intent.
    - f) Battalion concept of operation.
    - g) Synchronization requirements.
    - h) Branches of scheme of maneuver and concept of operation.
  - 2) When possible, the battalion staff participates in the confirmation briefs and:
    - a) Assists in clarifying issues as appropriate.

- b) Captures changes directed by the battalion commander and ensures that FASP is appropriately refined.
  - c) Coordinates with subordinate counterparts as required.
- c. The battalion commander, when required, may choose to employ the MDMP in a time-constrained environment when issuing the battalion order by: [FM 101-5, p. 4-43]
  - 1) Issuing a verbal order. [FM 101-5, p. 4-59]
  - 2) Issuing the order concurrently with staff preparation of supporting overlays, matrices, and annexes.
  - 3) Issuing the order on-the-ground with subordinate commanders.
  - 4) Providing only minimal products (e.g., DST) to facilitate oral order.
  - 5) Issuing an overlay order.

### **Outcome 3**

Sufficient hard copies of battalion orders and all key accompanying documents are received by key personnel and units in accordance with tactical standing operating procedures (TSOP).

### **Task Elements**

- 11. **The battalion staff prepares a field artillery support plan.** [FM 101-5, Chap 4]
  - q. The battalion S3 section publishes the FASP in enough copies required to support the operation. It may be in the form of a written FA support plan, an FA support matrix, or oral orders. [CGSC Student Text 101-5, p. 6-5]
  - r. The FASP includes as a minimum the following information and is prepared in a doctrinally correct format. [CGSC Student Text 101-5, p. 6-5]
    - 1) Heading to include:
      - b) Confirmation statement in regard to oral orders.
      - c) Copy number.
- 12. **The battalion commander and staff issue a field artillery support plan (FASP).** [FM 101-5, Chap 4]



- a. The battalion commander is in charge of the FASP briefing. [AN; FM 101-5, p. 4-59]
  - 1) When possible, the battalion commander personally issues the FASP with all key individuals present. [AN; FM 101-5, p. 4-59]
  - 4) All battalion key staff and subordinates are present at the issuance and are alert and attentive during briefing. [FM 101-5, p. 4-59]
  - 5) The FASP is issued within not more than 1/3 of the total time available before execution. [ARTEP 71-3 MTP, Task 71-3-3002]
    - c) The battalion S3 ensures that all key commanders/leaders receive a copy of the FASP with all appropriate attachments and overlays. [ARTEP 71-3 MTP, Task 71-3-3002]
  - 6) The battalion S3 ensures that the FASP is, at a minimum, distributed to: [AN]
    - a) DS FA battalion firing battery commanders.
    - b) DS FA battalion HHB commander.
    - c) DS FA battalion service battery commander.
    - d) DS FA battalion staff.
    - e) Brigade FSO.
    - f) All reinforcing battalions.
    - g) Bn TF FSOs.

## Outcome 4

The direct support field artillery battalion continues command and control and executes fires when needed, during the brigade planning process.

### Task Elements

1. **The battalion commander and staff direct and lead the battalion and protect the force during planning.** [ARTEP 6-115-MTP, Tasks 06-1-02-2000, 06-2-02-3000, 06-06-502-4000, 5000, 6000]
  - a. The battalion commander provides command presence and leadership to soldiers, leaders, and units of the battalion. [AN]
  - b. Command group operations are conducted. [AN]
    - 1) The battalion commander divides his time between his fire support and FA operations responsibilities.
    - 2) During the planning phase, the FSCOORD spends most of his time with the brigade commander or in the FSE.
    - 3) The battalion S3 directs the efforts of the DS FA battalion tactical operations center (TOC).
  - c. The battalion maintains communications. [AN]
    - 1) The battalion CPs maintain communications. [AN]
      - a) CPs establish radio communications. [AN]
      - b) CPs establish alternate communication means. [AN]
      - c) Bn SO coordinates with the S3 regarding: [ARTEP 6-115-MTP, Task 06-1-01-4100]
        - (1) Communications aspects of CP locations.
        - (2) Recommended sites for CPs.
    - 2) The battalion commander and staff ensure continuous communications throughout the battalion and with the supported unit. [FM 6-20-1, Chap 6]
      - a) The Bn SO serves as the COMSEC officer and supervises the activities of the COMSEC sub-account. [ARTEP 6-115-MTP, Tasks 06-1-01-4801, 06-1-01-4100]

- (1) Develops the battalion signal operating instructions (SOI) requirements.
  - (2) Maintains the battalion SOI distribution scheme.
    - (a) All authorized users in the battalion.
    - (b) Level of SOI required.
  - (3) Distributes SOIs to subordinate units as required and maintains accountability.
  - (4) Includes SOI use in battalion plans and orders.
  - (5) Coordinates with higher headquarters for access to necessary SOI items.
  - (6) Supervises the issue and accounting for COMSEC equipment, key lists, codes, and authentication systems.
- b) All battalion elements establish and maintain radio communications. [AN]
  - c) All battalion elements establish alternate communications means. [AN]
- d. Battalion CP operations are conducted. [AN]
- 1) The battalion CP elements conduct necessary tactical movement and occupy assembly areas. [AN]
  - 2) The battalion CP reacts to indirect fire. [AN]
  - 3) The battalion CP defends against air attack. [AN]
  - 4) The battalion HHB commander supervises support of the CP. [ARTEP 6-115-MTP, Task 06-3-01-2110]
    - a) Internal arrangement of the TOC in accordance with unit SOP.
      - (1) Allocates space/shelter for troops in the TOC area.
      - (2) Allocates space/shelter for TOC staff element.
      - (3) Allocates space/shelter for agencies that service the TOC.
      - (4) Coordinates location of support units within the TOC area.

- b) Supply and services support to the TOC including attached and supporting elements located in the TOC area.
  - (1) Provides food service support.
  - (2) Provides medical support.
  - (3) Provides for treatment and evacuation of casualties, casualty reporting.
  - (4) Provides for morale and religious services.
  - (5) Provides all classes of supply as required.
- c) Maintenance of HHB equipment located at the TOC.
  - (1) Establishes procedures for issue/turn in of supplies and equipment.
  - (2) Ensures that scheduled maintenance is being performed.
  - (3) Ensures that unscheduled maintenance is completed as required.
- d) Movement of the TOC in coordination with the S3.
  - (1) Receives general location of the proposed main TOC site from the S3.
  - (2) Reconnoiters proposed CP location.
  - (3) Selects specific main CP location.
    - (a) The CP location provides good communication with higher, lower, and adjacent units.
    - (b) CP is located near routes which provide easy access.
    - (c) The location avoids prominent terrain features.
    - (d) The CP is located on the reverse slope or in defilade to provide cover and concealment.
    - (e) The CP location possesses good drainage, supports vehicular traffic, and has sufficient space to disperse vehicles.

- (4) Supervises quartering party activities.
- (5) Supervises allocation of vehicle transportation support to staff elements.
- (6) Deconflicts terrain requirements and routes with brigade S3.
- e) Local security for the TOC.
  - (1) Coordinates with the S2 for intelligence considerations.
  - (2) Establishes a perimeter defense to include:
    - (a) Mutually supporting defensive sectors.
    - (b) Target reference points (TRPs).
    - (c) Indirect fires.
    - (d) Obstacles.
  - (3) Conducts rehearsals of the reaction force.
  - (4) Establishes perimeter boundaries and checkpoints.
  - (5) Regulates vehicular traffic in the headquarters area.
  - (6) Develops the sentry/guard plan.
  - (7) Upgrades TOC defenses, e.g., fighting positions are hardened, positions are camouflaged, overhead cover is constructed, obstacles are employed, fields of fire are cleared, range cards are prepared, air guards are positioned, fire plan is integrated, and indirect fires are planned and are coordinated.
  - (8) Establishes NBC defense.
- 6) The battalion S2 section manages the intelligence effort. [ARTEP 6-115-MTP, Task 06-3-01-2500, 2512]
- 7) The battalion S2 section monitors implementation of OPSEC measures. [ARTEP 6-115-MTP, Task 06-3-01-2530/1.f]
- 8) The battalion S2 section develops a physical security plan. [ARTEP 6-115-MTP, Task 06-3-01-2530]

- 9) The battalion S3 directs and monitors battalion reconnaissance and quartering parties. [AN]
- 10) The battalion S3 section monitors the current situation. [ARTEP 6-115-MTP, Task 06-3-01-2150]
  - a) Conduct of the operation. [ARTEP 6-115-MTP, Task 06-3-01-2150]
    - (1) Determines progress toward mission accomplishment based on current plan.
    - (2) Assesses vulnerability to enemy NBC attack.
    - (3) Recommends adjustments to the plan as required.
  - b) Situation displays on current situation maps (SITMAP), information displays, and journals depicting the following (list is not all inclusive): [ARTEP 6-115-MTP, Task 06-3-01-2150].
    - (1) Location and activity of enemy.
    - (2) Task organization for combat.
    - (3) Maneuver unit activity and commander's assessment.
    - (4) All friendly unit locations.
    - (5) Battery weapon status (crews and equipment).
    - (6) Howitzers laid and ready to fire.
    - (7) Azimuth of fire for all units.
    - (8) Status of radars and cueing schedule.
    - (9) Recent and present significant activities.
    - (10) Current target list.
    - (11) FSCM.
    - (12) Ammunition status.
    - (13) Location and status of observers.
    - (14) Attack guidance.

- c) Updates of operations estimate. [ARTEP 6-115-MTP, Task 06-3-01-2120/2d]
  - (1) Considers the current enemy situation, to include:
    - (a) Enemy's most probable COA.
    - (b) Vulnerabilities.
    - (c) Changes in enemy's order of battle.
    - (d) Enemy's capability to employ NBC and EW.
  - (2) Determines the current friendly situation, including:
    - (a) Disposition.
    - (b) Composition.
    - (c) Strength.
    - (d) Recent and present significant activities.
    - (e) Peculiarities and weaknesses.
    - (f) Vulnerability to enemy NBC attacks.
  - (3) Maintains liaison with adjacent units.
  - (4) Monitors the civil-military situation as it pertains to battalion operations.
  - (5) Recommends operational changes to the S3 based on changing tactical conditions.
- 11) The battalion S3 section implements and maintains OPSEC. [ARTEP 6-115-MTP, Task 06-3-01-7101]
  - a) Conducts OPSEC activities associated with the battalion CPs/ command and control (C2) operations during the planning phase.
  - b) Directs and monitors battalion OPSEC during the battalion planning phase.
  - c) Directs fire support for brigade counter reconnaissance operations during the battalion planning phase.

- 12) The battalion S3 directs battalion tactical road marches. [ARTEP 6-115-MTP, Task 06-3-01-2140]
- 13) The battalion S3 section reacts to an enemy chemical attack. [ARTEP 6-115-MTP, Task 03-3-C203]
- 14) The battalion FDC provides fire direction support to all battalion elements in support of the brigade. [ARTEP 6-115-MTP, Task 06-1-02-2300].
  - a) Conducts tactical fire control.
  - b) Establishes and maintains SITMAPs and overlays depicting the following.
    - (1) Location of all friendly units.
    - (2) Location and status of all firing units.
    - (3) FSCM.
    - (4) Current target list and fire plans.
  - c) Establishes and maintains communications (digital and voice).
    - (1) To FSOs/FSEs and observers.
    - (2) To firing units.
    - (3) To reinforcing units.
    - (4) To force artillery headquarters.
- 15) The brigade FSE section initiates (establishes) fire support operations. [ARTEP 71-3-MTP, Task 71-3-9001/1].
  - a) Collocates the FSE at the brigade main CP.
  - b) Locates FSO at the brigade tactical CP.
  - c) Establishes and maintains communications with:
    - (1) Brigade operations and intelligence (O&I) sections.
    - (2) DIVARTY O&I and the DS FA battalion O&I.
    - (3) Other fire support facilities.
    - (4) Adjacent or reinforcing/reinforced artillery units.



- d) Establishes and maintains 24-hour radio communications in the following nets: [FM 6-20-40 p. F-4]
    - (1) Brigade FS net (voice).
    - (2) DS battalion operations/fire net frequency modulated (FM) (digital) as required.
    - (3) DIVARTY operations/fire nets very high frequency (VHF)-FM (digital), as required.
    - (4) Maneuver brigade O&I net VHF-FM (voice). (When FSO is not physically with the brigade commander).
  - e) Plans fires in support of brigade CP.
  - f) Directs and monitors fires in support of brigade operations; the initial focus is the reconnaissance and counter-reconnaissance operations and force protection during the planning phase.
  - g) Performs TVA. [ARTEP 71-3-MTP, Task 71-3-9004]
  - h) Supervises execution of fire support plan. [ARTEP 71-3-MTP, Task 71-3-9003]
  - i) Conducts fire support coordination in support of ground operations. [ARTEP 71-3-MTP, Task 71-3-9002]
  - j) Participates in the brigade targeting team, as required.
- 16) The battalion CMLO performs NBC operations. [AN]
- a) CMLO advises the commander on the appropriate level of MOPP.
  - b) All CPs react to a chemical attack.
  - c) All CPs prepare for a friendly nuclear strike.
  - d) All CPs cross a contaminated area.
  - e) All CPs perform hasty decontamination.
  - f) CMLO informs batteries of level of MOPP.
  - g) CMLO informs batteries of location of decontamination sites.
- 17) The Bn SO coordinates with HHB commander regarding: [ARTEP 6-115-MTP, Task 06-3-01-2100].

- a) Specific location of communications element at TOC.
  - b) Actual TOC and administration and logistics operation center (ALOC) sites (grid coordinates).
- e. The battalion ALOC conducts operations. [AN]
- 1) The battalion S4 activates the ALOC. [FM 6-20-1 p. 7-6]
    - a) Coordinates with the S1 and XO for establishment of CP.
    - b) Collocates the ALOC with the battalion aid station, unit maintenance collection point, petroleum, oils, and lubricants and ammunition sections.
    - c) Maintains 24-hour operations.
    - d) Establishes communications with higher and subordinate units.
    - e) Coordinates with the FSB staff requirements for sustaining close, deep, and rear operations.
  - 2) The battalion S4 section, in conjunction with the S1 section, monitors battalion operations.
    - a) Prepares and maintains staff journals.
    - b) Maintains current SITMAP.
    - c) Prepares and maintains information displays.
    - d) Monitors the tactical situation.
    - e) Monitors personnel activities.
    - f) Monitors the intelligence situation.
    - g) Monitors the civil-military situation as it affects CSS.
  - 3) The battalion S4 conducts operations. [AN]
    - a) The battalion S4 section coordinates transportation and movements. [AN]
    - b) The battalion S4 section provides staff supervision of transportation and movements.

- c) The battalion S4 section maintains information on the status of maintenance and supplies to include: [ARTEP 6-115-MTP, Task 06-2-01-6000]
  - (1) Battalion supply operations from the BSA.
  - (2) Maintains the current status of equipment readiness in the battalion.
  - (3) Recovery, repair, and return of non-mission capable equipment.
  - (4) Maintains current status of supplies.
  - (5) BSA operations.
  - (6) Protect supplies from NBC contamination.
  - (7) Battalion EPW processing.
  - (8) Battalion graves registration services.
- d) Performs maintenance on battalion rear CP vehicles and equipment.
- e) Resupplies the battalion rear CP.
- f. The battalion supply operations center (BSOC) conducts operations. [FM 6-20-1, p. 7-5]
  - 1) The S1, assisted by the battalion S4 NCOIC, activates the BSOC.
    - a) Coordinates with the FSB commander for establishment of CP.
    - b) Collocates the BSOC with the FSB.
    - c) Maintains 24-hour operations.
    - d) Establishes communications with higher and subordinate units.
    - e) Coordinates with the FSB staff requirements for sustaining close, deep, and rear operations.
  - 2) The battalion S4 section, in conjunction with the S1 section, monitors battalion operations.
    - a) Prepares and maintains staff journals.

- b) Maintains current SITMAP.
  - c) Prepares and maintains information displays.
  - d) Monitors the tactical situation.
  - e) Monitors personnel activities.
  - f) Monitors the intelligence situation.
  - g) Monitors the civil-military situation as it pertains to personnel support.
- 3) The battalion S1 section conducts operations. [AN]
- a) Conducts replacement operations. [ARTEP 6-115-MTP, Task 12-1-C405; FM 6-20-1, Chap 7]
  - b) Performs strength management. [ARTEP 6-115-MTP, Task 12-1-C404; FM 6-20-1, Chap 7]
  - c) Performs essential personnel actions. [ARTEP 6-115-MTP, Task 12-1-C406]
  - d) Coordinates essential financial support. [ARTEP 6-115-MTP, Task 12-1-C406]
  - e) Provides essential administration support.
    - (1) Personnel services. [ARTEP 6-115-MTP, Task 12-1-C406]
    - (2) Personnel administration center (PAC) operations.
  - f) Assesses the status of subordinate unit morale.
  - g) Coordinates morale, welfare, and recreation services.
  - h) Provides essential legal support.
  - i) Manages the awards and decorations program.
- 4) The battalion medical section directs and conducts health preservation and medical support activities. [ARTEP 6-115-MTP, Task 08-3-C002]
- a) Preventative health activities. [ARTEP 6-115-MTP, Task 08-3-C003]

- b) Treatment, evacuation, and reporting of all casualties. [ARTEP 6-115-MTP, Task 08-2-0334, 08-3-C006]
  - c) Battalion aid station medical activities. [ARTEP 6-115-MTP, Task 08-3-C004]
- 5) The battalion chaplain section provides religious support to the battalion. [ARTEP 6-115-MTP, Task 16-1-C001]
- 6) The BSOC reacts to indirect fire. [AN]
- 7) The BSOC defends against air attack. [AN]
- g. The battalion delivers field artillery fires. [ARTEP 6-115-MTP, Task 06-1-02-3042/1.a,2, 06-2-02-3000]
  - 1) Maintains a continuous capability to deliver FA fires. [ARTEP 6-115-MTP, Task 06-1-02-3042/1.a]
  - 2) Provides immediately responsive fires to the supported maneuver unit. [ARTEP 6-115-MTP, Task 06-1-02-3042/2]
  - 3) Executes brigade fire support plan.
- 7. **The battalion commander and staff develop course(s) of action.** [FM 101-5, p. 4-26; FM 71-123]
  - k. The brigade FSO participates in brigade targeting team efforts during COA development. [AN]
- 11. **The battalion staff prepares a field artillery support plan.** [FM 101-5, Chap 4]
  - h. The Bde fire support officer/section develops the brigade fire support plan. (The FASP is based on the brigade fire support plan.) [FM 6-20-1 p. 3-8]
    - 8) The brigade FSO prepares fire support products for inclusion in the brigade OPORD; products include: [FM 6-20-40, p. 2-5; FM 6-20-50, p. 2-5; FN-3/24 ID; FN-194 AR]
      - a) FSCM graphics. [FM 101-5, p. H-128; AN]
      - b) Target lists. [FM 6-20-40, p. 2-5, C-18; FM 6-20-50, p. 2-5, E-13; AN]
      - c) AGM. [FM 6-20-10, p. 2-16; FM 6-20-40, p. 2-5, C-8; FM 6-20-50, p. 2-5, E-6; FM 101-5, p. H-128; AN]

- d) HPTL. [FM 6-20-10, p. 2-16; FM 6-20-40, p. C-9; FM 101-5, p. H-128; AN]
  - e) FSEM. [FM 6-20-10, p. 5-11; FM 6-20-40, p. 2-16, C-16; FM 6-20-50, p. E-12; FM 101-5, p. H-173; AN]
  - f) Target selection standards (TSS). [FM 101-5, p. H-128]
  - g) Target overlays. [FM 6-20-40, p. 2-13; FM 6-20-50, p. 2-5; AN]
- 9) The brigade FSO includes DS artillery battalion FASP as an appendix to the brigade fire support plan when the FASP is published.

## LESSONS LEARNED

This component identifies the lessons learned extracted from the U.S. Army Center for Army Lessons Learned (CALL) publications relevant to performing this BF. The lessons learned are organized and listed by the appropriate task in the BF task list. Where appropriate to address the absence of a task in an ARTEP-MTP, the lessons learned have been structured as tasks and are included in the detailed task list as subtasks. The purpose of the lessons learned component is to provide the user with the most recent tactics, techniques, and procedures (TTP) associated with the performance of the tasks in this BF.

**1. The battalion commander and staff direct and lead the battalion and protect the force during planning.**

LL - S2s and FSOs must be trained to develop the reconnaissance and surveillance plans and fire plan together. The S2 must template and develop NAIs for all OPs and command and observation posts (COPs), obstacles, motorized rifle platoons (MRPs), potential reserve platoons, and antitank ambush. At the same time, the FSO must put the NAI into the fire plan as targets. Together, the S2 and FSO must track the results of reconnaissance to confirm, update, or deny their NAIs. The FSE must update targets based on reconnaissance. During movement, the TFs must plan to suppress direct fire and use smoke to screen themselves from known and suspected OPs that can affect their courses of action. All obstacles that affect the TF's movement and assault of the objective must be breached, and breached quickly; they require a corresponding fire support plan. Units must practice breach drills with fire support actions included. For obstacle breaches, units must learn to call for indirect suppressive fires on enemy overwatch positions and smoke to screen friendly positions. These fires must be called and in place before the unit leaves its last covered and concealed position. For smoke, this may mean initiating the call as much as 10 minutes ahead of the unit departing for the breach to ensure that the smoke screen is in place. Most units will not carry enough mortar smoke to do the job, so the use of field artillery smoke must be in the plan. The breaching of the obstacle will probably require 30 minutes of smoke if done correctly. For both the breaching of obstacles and the assault of the objective, TFs must develop graphic control measures that integrate the movement of forces and the delivery of fires. These graphics must be tied to specific locations on the ground where maneuver forces control the delivery and shifting of fires. Key control measures include limits of advance to designated locations (to shift fires across the objective). The TF leadership must understand the concept and must train leaders specifically on the call for fire to control the fire plan and identify SOPs for graphic control measures, radio procedures, and nets. The rehearsal of fires and maneuver on the objective must be reviewed by company commanders and platoon leaders. [Combat Training Centers (CTCs) Bulletin No. 94-1]

- LL - Practice SOPs for reporting to ensure that they are workable and effective. [CALL Bulletin No. 90-9]
- LL - Incorporate the use of operations schedules (OPSCHED) and execution checklists in training to streamline reporting and to cut transmission time. [CALL Bulletin No. 90-9]
- LL - Use standard terms and graphics. When units are cross-attached, unit specific terms/graphics cause confusion. [CALL Bulletin No. 90-9]
- LL - Exchange LNOs. They are critical to successful operations. [CALL Bulletin No. 90-9]
- LL - Plan to provide LNO. Support staffed for a 24-hour capability for continuous operations. One officer/NCO is not sufficient for continuous operations. Current TOEs do not allow for this. [CALL Bulletin No. 90-9]
- LL - Provide adequate communications packages to LNOs to maintain communications with parent headquarters and units. [CALL Bulletin No. 90-9]
- LL - Integrate LNO exchange into training exercises and CTCs. [CALL Bulletin No. 90-9]
- LL - Identify LNOs prior to the operation. Use them in planning. [CALL Bulletin No. 90-9]
- LL - Use troop-leading procedures effectively. Planning and rehearsals are often much more important than trying to create a perfect plan at the higher headquarters. [CALL Bulletin No. 90-9]
- LL - Leadership training and reinforcement of initiative paid excellent dividends. When communications failed, and/or the plan required modification, the junior leaders made decisions and made it work. [CALL Bulletin No. 90-9]
- LL - Each battle staff section becomes the subject matter expert on opposing forces (OPFOR) doctrine, capabilities, organization, and tactics for its specific BOS. [NATIONAL TRAINING CENTER, BRIGADE REHEARSALS: By Lieutenant Colonel Lee R. Barnes, Jr., Major Scott Henne, and Major John Antal]
- LL - The staff is trained on the threat at home station, paying particular attention to enemy tendencies that coincide with the first stages of the IPB process. [NATIONAL TRAINING CENTER, BRIGADE REHEARSALS: By Lieutenant Colonel Lee R. Barnes, Jr., Major Scott Henne, and Major John Antal]



- LL - Brigades are not very proficient in achieving TOC survivability. Obstacles and barriers are seldom used, and an integrated defensive plan is usually a weakness. [CTCs Bulletin No. 93-4, p. 8]
- LL - Deploy with complete staffs; if reduction is necessary, reduce the staff only after the transition to Phase 2, Sustainment. Do not piecemeal your forces. [CALL Newsletter No. 92-6, p.1]
- LL - Establish effective C2 channels. [CALL Newsletter No. 92-6, p. 1]
- LL - Get minimum equipment on the ground to provide the basic service. [CALL Newsletter No. 92-6, p. 3]
- LL - Employ additional equipment, and reconfigure connectivity to provide direct routing to principal destinations. [CALL Newsletter No. 92-6, p. 3]
- LL - Add equipment to provide multiple routes to prevent site isolation. [CALL Newsletter No. 92-6, p. 3]
- LL - Have sufficient equipment on hand for austere jump capabilities, responsive to new missions and critical outages. [CALL Newsletter No. 92-6, p. 3]
- LL - Build in redundancy up front. [CALL Newsletter No. 92-6, p. 3]
- LL - Do not assume that multinational or jointly developed staffs understand the unique relationships between staffs. Educate newly developed staffs upon their arrival. [CALL Newsletter No. 92-6, p. 3]
- LL - Doctrinal relationships between the Army, Air Force, and CAS need to be reviewed. Doctrinally, the S3 (Air) submits preplanned CAS requests after FSO/ALO coordination. In successful units, FSOs submit the requests to allow the S3 (Air) to focus on strategic and tactical air movement and aerial resupply. Maneuver commanders need to force tactical air control party (TACP) integration into the FSE and make the ALO subordinate to the FSO for matters of fire support coordination. Some new ALOs confuse issues of commander-special staff officer relationships and issues of tactical operations and fire support coordination. Finally, units must train and authorize 13Fs to conduct CAS terminal strike control. The TACPs often cannot get from the TOC to the target area to control the strike. Currently, soldiers only control CAS under wartime emergency conditions which severely degrade their preparedness to control CAS strikes when necessary. [CTCs Bulletin No. 93-4, p. 11]
- LL - Determine unique differences in joint C2 problems and their solutions. [CALL Newsletter No. 92-6, p. 3]

- LL - Transition key staff positions. [CALL Newsletter No. 92-6, p. 3]
- LL - Assign replacements to be the deputy for a period of time. [CALL Newsletter No. 92-6, p. 3]
- LL - Have each staff establish a continuity file, and review this weekly. [CALL Newsletter No. 92-6, p. 3]
- LL - Review specialized organizational briefing formats to deal with civil and military situations. Exact title and briefing formats are dependent on the situation - organized accordingly with top priority given to the most life-threatening aspects. [CALL Newsletter No. 92-6, p. 3]
- LL - In the briefing, emphasize the condition and activities and especially the needs of the supported population. [CALL Newsletter No. 92-6, p. 3]
- LL - Language qualifications are important, but not as important as doctrinal and tactical knowledge. [CALL Newsletter No. 92-6, p. 4]
- LL - LNOs should be positioned in both higher and subordinate headquarters to ensure coordination and rapid passing of vital information. [CALL Newsletter No. 92-6, p. 4]
- LL - Minimum critical information (MCI) that should be tracked in the battalion TOC (both friendly and enemy forces) includes: relative combat power, unit locations, obstacle overlay, execution matrix, task organization, and personnel status. [CALL Bulletin, News From the Front!]
- LL - Information boards need to be updated (at a minimum) every four hours. [CALL Bulletin, News From the Front!]
- LL - Have a designated individual track MCI. [CALL Bulletin, News From the Front!]
- LL - Conduct formal shift change briefs in the TOC. This process forces information updates and sharing. [CALL Bulletin, News From the Front!]
- LL - Logs and journals (DA 1594s) are excellent tools for details and historical purposes. However, consider adding a "significant activities" board in the TOC to share information. This should display significant activities of all the BOS in the TOC. [CALL, News From the Front!]

- LL - Plan for liaison officers with required common and communications electronics operating instructions (CEOI) to overcome problems with inter/intraservice operations, especially during short missions. [CALL Bulletin 90-4]
  - LL - Distribute common message formats and reports well in advance and rehearse if possible. [CALL Bulletin 90-4]
  - LL - Clearly define time sharing and procedures for critical nets, especially satellite communications-facsimile. [CALL Bulletin 90-4]
  - LL - Command information programs which provide the soldier with realistic capabilities, information, and solutions are required. Training Circular (TC) 90-16 (Armor/Anti-Armor Operations on the Integrated Battlefield) is one source which provides capabilities and solutions. Soldiers need to know! Explaining why certain TTPs are required during training is another method of providing the soldier with the information. Tying the capability to TTP reinforces the information. An especially effective technique used on North Africa was for all soldiers to fire their weapons at enemy vehicles and equipment on training ranges to gain confidence in the weapons and to see first hand the effects of the weapons on the enemy vehicles and equipment. [CALL Newsletter No. 90-8, p. 22]
2. **The battalion receives an order initiating a new mission from higher headquarters.**
- LL - Send multiple warning orders to maximize subordinate planning and preparation time. [CALL Newsletter No. 93-3, p. 3]
  - LL - Conduct parallel planning by providing subordinate commanders the concept of the operation and specified tasks when they are developed. [CALL Newsletter No. 93-3, p. 3]
  - LL - Fire support planning and preparation begins when the maneuver force commander and orders group or battle staff, to include the FSCOORD and the FSO, receive the mission. The commander and staff closely interact throughout all phases of the operation. As the orders group focuses on the development of the command estimate, the FSCOORD and his staff begin the parallel development of the fire support plan. [CALL No. 90-1, p. 1]
  - LL - Determine the necessary information required to complete the commander's METT-T analysis. [CALL Newsletter No. 93-3, p. 4]
  - LL - Develop a situation update format for all staff officers. [CALL Newsletter No. 93-3, p. 4]
3. **The battalion commander and staff conduct mission analysis.**

- LL - Determine the necessary information required to complete the commander's METT-T analysis. [CALL Newsletter No. 93-3, p. 4]
- LL - Develop a situation update format for all staff officers. [CALL Newsletter No. 93-3, p. 4]
- LL - Assist the commander by identifying and listing constraints, restrictions, and specified and implied tasks. [CALL Newsletter No. 93-3, p. 4]
- LL - Analyze the mission completely by accomplishing the following:  
Review the commanders' intent of the two higher echelons. Identify the unit's constraints and restrictions. Identify the unit's specified and implied tasks. Derive the essential tasks from the specified and implied tasks. [CALL Newsletter No. 93-3, p. 4]
- LL - Preserve subordinate commanders' time. [CALL Newsletter No. 93-3, p. 12]
- LL - Develop a planning and preparation timeline. [CALL Newsletter No. 93-3, p. 12]
- LL - Refine the timeline by listing tasks to be accomplished during planning and preparation and the person responsible to complete the task. [CALL Newsletter No. 93-3, p. 12]
- LL - Use the timeline to track the progression of preparation. [CALL Newsletter No. 93-3, p. 12]
- LL - The mission analysis brief is not just a brief to the commander; it is also a brief from the staff, to the staff, to ensure all time and effort are effectively focused. All primary staff officers must be present and actively involved in the planning process. [CTC Bulletin No. 95-4]
- LL - The LNO must provide all intelligence products to the S2 as they become available. The TF S2 shop must be trained and capable of conducting current operations and planning for future operations simultaneously for a limited time. This requires the battlefield information coordination center (BICC) and the S2 NCOIC to play an active role in the planning process. [CTC Bulletin No. 95-4]
- LL - Each staff officer should develop a list of potential issues for consideration during each type of mission. This list should be included in the unit TACSOP. It will be of great assistance when time is limited, and the staff officer is weary from lack of rest. [CTC Bulletin No. 95-4]

- LL - Develop a detailed timeline identifying all key events up to, and including, the execution of the mission. Modify the timeline as required. Enforce the timeline. [CTC Bulletin No. 95-4]
- LL - Understanding the intent of the higher headquarters commander is crucial. If the intent is unclear, seek clarification immediately. [CTC Bulletin No. 95-4]
- LL - Understand the commander's intent two levels up. Units integrated complex rules of engagement (ROE) with the maneuver plan and made assessments based on a clear understanding of the commander's intent. [CALL Bulletin No. 90-9]
- LL - Leaders/soldiers must conduct detailed reconnaissance wherever possible. Crews saw their positions, ingress and egress routes, limits of fire and obstacles that allowed detailed planning and accurate rehearsals. [CALL Bulletin No. 90-9]
- LL - Brigade staffs continue to improve on time management and TOC operations. Brigades manage the time schedule during the command and staff sequence of actions which allows most brigades to allocate three fourths of the planning time to subordinate units. Units now realize the importance of TOC staff drills and daily synchronization updates to manage the current battle. Commanders are spending more time on their intent and planning guidance and executive officers now take a more active role in time management and staff integration. [CTC Bulletin No. 93-4, p. 8]
- LL - During mission analysis, commanders and staff must clearly define the critical tasks that the unit must accomplish. The commander's guidance and intent must reflect this focus. This enables the staff to define and clearly identify the decisive point, which becomes the main effort, and provides the focus for all planning, preparation, and execution. All staff sections and LNOs must participate in the process. The analysis should produce a task and purpose mission statement that supports the task force's single focus and a commander's intent which focuses on the decisive point. [CTC Bulletin No. 93-4, p. 9]
- LL - The maneuver commander's intent is the foundation that drives the process of planning, preparing, and executing the battle. The commander's guidance and intent provide the basis for collection of information, development of the scheme of maneuver and fire support, and integrating the combat power of the seven operating systems into a cohesive, synchronized force. [CALL Newsletter No. 90-1, p. 1]
- LL - Practice effective time management. Ensure that the 1/3 - 2/3 rule is adhered to. This allows subordinates to have adequate planning time. [CTC Bulletin No. 94-1, p. 20]

**4. The battalion S3 directs the staff in the preparation and issuance of a battalion warning order.**

LL - Send multiple warning orders to maximize subordinate planning and preparation time. [CALL Newsletter No. 93-3, p. 3]

LL - Conduct parallel planning by providing subordinate commanders the concept of the operation and specified tasks when they are developed. [CALL Newsletter No. 93-3, p. 3]

LL - Planning fire in support of the maneuver operation is a continuous process. It begins with the receipt of the mission by the maneuver commander and continues until the mission is completed. Fire support planning is conducted concurrently as the maneuver force conducts its battle planning, and determines how, when, and with what means targets will be attacked in support of the maneuver force. [CALL Newsletter No. 90-1, p. 4]

LL - The following procedures warrant special consideration:

Warning orders enjoy greater emphasis.

To the maximum degree possible, commanders and staffs should go forward to issue orders. This buys critical time for subordinate commanders.

Don't drive when you can fly. Maximum use should be made of aviation assets to buy commanders time. This is true at all levels of command. [CALL Newsletter No. 90-8, p. 23]

LL - Brigade staffs continue to improve on time management and TOC operations. Brigades manage the time schedule during the command and staff sequence of actions which allows most brigades to allocate three fourths of the planning time to subordinate units. Units now realize the importance of TOC staff drills and daily synchronization updates to manage the current battle. Commanders are spending more time on their intent and planning guidance and executive officers now take a more active role in time management and staff integration. [CTC Bulletin No. 93-4, p. 8]

**5. The battalion commander issues initial planning guidance.**

LL - Determine the amount of planning guidance the staff requires to develop the plan. [CALL Newsletter No. 93-3, p. 9]

LL - The maneuver commander with the FSCOORD develops the attack guidance for use in planning supporting fires. The attack guidance issued by the maneuver commander to the FSCOORD and to the fire support units and observers must define how, when, and with what restrictions the maneuver commander wants to

attack different types of targets, and in what priority. [CALL Newsletter No. 90-1, p. 6]

- LL - The attack guidance is used to develop the commander criteria that is input into the TACFIRE system and will allow it to automatically perform a number of actions upon receipt of a fire mission. [CALL Newsletter No. 90-1, p. 6]
- LL - The most effective method of insuring that the commander guidance is understood is for the FSCOORD to brief back his understanding of the commanders fire support guidance to the maneuver commander. This ensures that the FSCOORD understands how the maneuver commander sees how fire support will be used in the operation. [CALL Newsletter No. 90-1, p. 7]
- LL - Do not suppress the staff's ability to plan by providing excessive planning guidance. [CALL Newsletter No. 93-3, p. 9]
- LL - Sketch the initial concept of the operation for the staff. [CALL Newsletter No. 93-3, p. 9]
- LL - Take notes on the commander's guidance. [CALL Newsletter No. 93-3, p. 9]
- LL - Have the staff back-brief you on your guidance. [CALL Newsletter No. 93-3, p. 9]
- LL - Provide clear and detailed planning guidance, and remain close to the staff during the MDMP. [CALL Newsletter No. 93-3, p. 28]
- LL - Development of a successful fire support plan is dependent on the maneuver commander's guidance. The FSO and the FSCOORD must understand the intent of the commander's concept of the operation. If the commander does not clearly define the role of fire support in the concept of the operation, the FSO and FSCOORD must work with the commander until there is no question or doubt as to the role and employment of all fire support assets. [CALL Newsletter No. 90-1, p. 5]
- LL - The most valuable resource the staff possesses is time. Once lost, time can never be recovered. Therefore, detailed and specific guidance from the commander leads to efficient use of time by the staff. The commander must take time to mentally form a picture in his mind of what he expects and, just as important, what he does not expect. This mental picture must then be clearly communicated to the staff. As the situation develops, the commander must rapidly update his guidance to the staff. [CTC Bulletin No. 95-4]

- LL - Brigade staffs continue to improve on time management and tactical operations center (TOC) operations. Brigades manage the time schedule during the command and staff sequence of actions which allows most brigades to allocate three fourths of the planning time to subordinate units. Units now realize the importance of TOC staff drills and daily synchronization updates to manage the current battle. Commanders are spending more time on their intent and planning guidance and executive officers now take a more active role in time management and staff integration. [CTC Bulletin No. 93-4, p. 8]
- LL - During mission analysis, commanders and staff must clearly define the critical tasks that the unit must accomplish. The commander's guidance and intent must reflect this focus. This enables the staff to define and clearly identify the decisive point, which becomes the main effort, and provides the focus for all planning, preparation, and execution. All staff sections and LNOs must participate in the process. The analysis should produce a task and purpose mission statement that supports the task force's single focus and a commander's intent which focuses on the decisive point. [CTC Bulletin No. 93-4, p. 9]

**6. The battalion commander and staff prepare estimates.**

- LL - During mission analysis, commanders and staff must clearly define the critical tasks that the unit must accomplish. The commander's guidance and intent must reflect this focus. This enables the staff to define and clearly identify the decisive point, which becomes the main effort, and provides the focus for all planning, preparation, and execution. All staff sections and LNOs must participate in the process. The analysis should produce a task and purpose mission statement that supports the task force's single focus and a commander's intent which focuses on the decisive point. [CTCs Bulletin No. 93-4, p. 9]
- LL - Fire support planning and preparation begins when the maneuver force commander and orders group or battle staff, to include the FSCOORD and the FSO, receive the mission. The commander and staff closely interact throughout all phases of the operation. As the orders group focuses on the development of the command estimate, the FSCOORD and his staff begin the parallel development of the fire support plan. [CALL Newsletter No. 90-1, p 1]

**7. The battalion commander and staff develop course(s) of action.**

- LL - Develop courses of action together to integrate all battlefield operating systems. [CALL Newsletter No. 93-3, p. 16]
- LL - Ensure the course of action is complete, consistent with doctrine, complies with the commander's guidance, feasible, and unique. [CALL Newsletter No. 93-3, p.16]



- LL - Develop courses of action that identify what, when, where, how, and why the unit will execute. [CALL Newsletter No. 93-3, p. 16]
- LL - If time is short, remain with the staff and have it assist you in course-of-action development. [CALL Newsletter No. 93-3, p. 16]
- LL - The S2's SITTEMP must be used during the COA development. Also the S2 must be an active participant, providing assistance in analyzing force ratios, threat weapon capabilities and as much intelligence and information about the enemy as possible. [CTC Bulletin No. 95-4]
- LL - Each BOS must be integrated into each COA as it is developed. [CTC Bulletin No. 95-4]
- LL - Executive officers and staffs are not practiced on the doctrinal steps of the command estimate process and do not understand the expected product at the end of each step. COA development and war-gaming are fragmented and not robust enough to lead to a good decision. [CTC Bulletin No. 93-4, p. 8]

**8. The battalion commander and staff analyze course(s) of action.**

- LL - As the maneuver commander war games the operation, the FSCOORD provides the most current information for applying all element of the fire support system. The FSCOORD recommends options to the maneuver commander and courses of action on how best to apply the fire support system in concert with the other operating systems. The maneuver commander provides the required target effects and the priorities for engaging targets and allocating fires. [CALL Newsletter No. 90-1, p. 5]
- LL - The process of war gaming integrates the fire support target acquisition systems into the maneuver force battlefield intelligence collection plan (operations) and ensures the task force uses the proper fire support means to engage targets. [CALL Newsletter No. 90-1, p. 5]
- LL - Use the war-gaming sequence to develop and begin synchronizing the operation. [CALL Newsletter No. 93-3, p. 22]
- LL - Follow the war-gaming rules to conduct the war game. [CALL Newsletter No. 93-3, p. 22]
- LL - Have the entire staff involved in the war game. [CALL Newsletter No. 93-3, p. 22]

- LL - When the war-gaming is complete, the FSCOORD provides the maneuver commander with a fire support plan recommendation to support the selected course of action as well as a positioning and movement plan to ensure firing support elements are able to provide continuous support throughout the operation. The recommended fire support plan will also identify firing support logistical requirements and their impact on the battle. [CALL Newsletter No. 90-1, p. 5]
- LL - It is imperative that each staff section be represented with an active participant in the process. The enemy situation must be depicted and accurately portrayed by the S2 throughout the process. The S2 does a disservice in the unit if he does not represent an active enemy that want to win and fight accordingly. [CTC Bulletin No. 95-4]
- LL - Critical assumptions must be recorded, discussed, and validated. [CTC Bulletin No. 95-4]
- LL - When time is limited, the staff should focus its time and effort on the most critical events (box technique). When time is available, more resources (time and effort) can be spent analyzing a larger portion of the mission (belt or avenue-in-depth technique). [CTC Bulletin No. 95-4]
- LL - The staff members must analyze and record each critical event in sufficient detail to result in a well-synchronized plan. [CTC Bulletin No. 95-4]
- LL - Executive officers and staffs are not practiced on the doctrinal steps of the command estimate process and do not understand the expected product at the end of each step. The COA development and war-gaming are fragmented and not robust enough to lead to a good decision. [CTC Bulletin No. 93-4, p. 8]
- LL - Integration and synchronization are not successfully done in deliberate planning. Synchronization matrices are misunderstood and often considered not worth the investment of time by the staff. This results in disjointed plans and uncoordinated execution. Synchronization matrices are usually the first step deleted during abbreviated planning processes. As a result, units do not gain the full potential of all available combat multipliers. This leads to piecemeal commitment of combat power and extensive friendly casualties. A synchronization matrix can be done in 10 minutes if mission, enemy, terrain, troops and time available (METT-T) dictates. [CTC Bulletin No. 93-4, p. 8]
- LL - Adjustments of the elements of the BOS can unravel the focus of a commander's intent. This is especially true in open terrain. Tactical commanders should personally direct the synchronization of engagement areas. Obstacles should be positioned, indirect fires adjusted, and direct fires rehearsed under the personal supervision of the commander. The commander must take his unit out and

actually time them performing certain actions to his standard so they understand his intent and he knows exactly how long they need to reach his goal. The unit must practice moving, digging, and fighting, and the planners must know the planning factors for that specific unit. [CALL Newsletter No. 90-8, p. 22]

9. **The battalion staff compares courses of action.**

- LL - Conduct a detailed analysis with the entire staff to determine the recommended course of action. [CALL Newsletter No. 93-3, p. 23]
- LL - Use a decision matrix with criteria developed from commanders' guidance, critical events, and other significant factors pertaining to the mission to analyze the courses of action. [CALL Newsletter No. 93-3, p. 23]
- LL - Quantify each course of action by ranking them for each criterion. [CALL Newsletter No. 93-3, p. 23]
- LL - It is imperative that each staff section be represented with an active participant in the process. The enemy situation must be depicted and accurately portrayed by the S2 throughout the process. The S2 does a disservice in the unit if he does not represent an active enemy that wants to win and fight accordingly. [CTC Bulletin No. 95-4]
- LL - Critical assumptions must be recorded, discussed, and validated. [CTC Bulletin No. 95-4]
- LL - When time is limited, the staff should focus its time and effort on the most critical events (box technique). When time is available, more resources (time and effort) can be spent analyzing a larger portion of the mission (belt or avenue-in-depth technique). [CTC Bulletin No. 95-4]
- LL - The staff members must analyze and record each critical event in sufficient detail to result in a well-synchronized plan. [CTC Bulletin No. 95-4]
- LL - Integration and synchronization are not successfully done in deliberate planning. Synchronization matrices are misunderstood and often considered not worth the investment of time by the staff. This results in disjointed plans and uncoordinated execution. Synchronization matrices are usually the first step deleted during abbreviated planning processes. As a result, units do not gain the full potential of all available combat multipliers. This leads to piecemeal commitment of combat power and extensive friendly casualties. A synchronization matrix can be done in 10 minutes if mission, enemy, terrain, troops and time available (METT-T) dictates. [CTC Bulletin No. 93-4, p. 8]

10. **The battalion commander announces the course of action decision.**

- LL - Specify through guidance the type of order to issue (written five-paragraph, oral, overlay or matrix). [CALL Newsletter No. 93-3, p. 27]

11. **The battalion staff prepares a field artillery support plan.**

- LL - Develop a preformatted order to use for written orders. [CALL Newsletter No. 93-3, p. 27]
- LL - Organize reproduction by centralizing collection of the portions of the order and its production. [CALL Newsletter No. 93-3, p. 27]
- LL - Select an area to reproduce the order that will not interfere with the staff's work. [CALL Newsletter No. 93-3, p. 27]
- LL - Use a mimeograph or a photocopier to speed reproduction of order text. [CALL Newsletter No. 93-3, p. 27]
- LL - Use a photocopier to reproduce graphics. [CALL Newsletter No. 93-3, p. 27]
- LL - Allocate time to review and approve the order before it is reproduced and briefed. [CALL Newsletter No. 93-3, p. 28]

12. **The battalion commander and staff issue a field artillery support plan.**

- LL - When feasible, use a vantage point to brief the operations order. It will reduce distractions and allow subordinates to see the terrain. [CALL Newsletter No. 93-3, p. 31]
- LL - Organize the briefing to follow the written order format. [CALL Newsletter No. 93-3, p. 31]
- LL - Control the briefing to stop distractions. [CALL Newsletter No. 93-3, p. 31]
- LL - Review your intent and address each subordinate directly to ensure he understands how his mission relates to your intent. [CALL Newsletter No. 93-3, p. 31]
- LL - Use graphic aids to better present the order. [CALL Newsletter No. 93-3, p. 31]
- LL - Conduct confirmation briefs and backbriefs with subordinates. [CALL Newsletter No. 93-3, p. 34]

- LL - Conduct rehearsals to synchronize the efforts of the unit. [CALL Newsletter No. 93-3, p. 34]
- LL - Utilize backbriefs to check subordinate leaders' understanding of the overall plan and the commander's intent. [CALL Bulletin No. 90-9]
- LL - The following procedures warrant special consideration:
  - Warning orders enjoy greater emphasis.
  - To the maximum degree possible, commanders and staffs should go forward to issue orders. This buys critical time for subordinate commanders.
  - Don't drive when you can fly. Maximum use should be made of aviation assets to buy commanders time. This is true at all levels of command. [CALL Newsletter No. 90-8, p. 23]
- LL - Battalions continue to emphasize brief backs and rehearsals and to improve communications. When they conduct effective brief backs and rehearsals, commanders ensure that subordinates understand the mission and their intent. They also improve unity of effort and identify problem areas. After the initial 48 hours, battalions communicate well and are able to control subordinate units. [CTC Bulletin No. 93-4, p. 9]
- LL - Ensure the succession of command is specified by SOP or OPORD; identify the primary location on the battlefield of the second in command. [CTC Bulletin No. 94-1, p. 19]
- LL - Ensure that the unit knows the priority for command succession. [CTC Bulletin No. 94-1, p. 19]
- LL - Ensure that personnel identified in the succession of command are thoroughly familiar with the mission and the commander's intent through use of backbriefs and rehearsals. [CTC Bulletin No. 94-1, p. 19]

## **GATE TASKS**

This component identifies critical individual or collective tasks upon which each BF task identified in the task list is dependent. In order to ensure efficient and safe training of the major task, the participants should have achieved a level of proficiency or understanding in these gate tasks.

### **TASK**

### **INDIVIDUAL/COLLECTIVE PROFICIENCIES**

1. **The battalion commander and staff direct and lead the battalion and protect the force during planning.**

#### **Bn CDR**

[Soldier's training publication (STP) 21-II-military qualification standards (MQS), Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

[STP 6-13II-MQS, Artillery]

- Advise maneuver commander on employment of available fire support assets. [01-2999.94-0106]

[STP 6-13II-MQS, Artillery]

- Plan field artillery support of maneuver units. [01-2999.94-0100]

#### **Bn XO**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

[STP 6-13II-MQS, Artillery]

- Recommend FSCMs. [01-299.94.0101]

[STP 6-13II-MQS, Artillery]

- Develop a FASP. [01-2999.94-0104]

[STP 6-13II-MQS, Artillery]

- Develop a FS plan to support a defensive Opn. [01-2660.00-2009]

#### **Bn CSM**

[STP 21-24-soldier's manual of common tasks (SMCT), Common Tasks]

- Inspect personnel/equipment.  
[071-328-5301]

[ARTEP 71-2-MTP]

- Assist in planning for  
establishment/occupy/depart of assembly  
areas. [7-1-3002]

**S2**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander  
or staff officer. [03-9001.12-0003]

[STP 34-35II-MQS, Intelligence]

- Conduct intelligence liaison.  
[01-3381.16-5001]

**S2 Section**

[STP 34-35II-MQS, Intelligence]

- Participate in the development of  
intelligence requirements.  
[01-3381.01-5001]
- Conduct battlefield area evaluation.  
[01-3381.01-4012]
- Conduct target development.  
[01-3381.01-4017]
- Recommend force protection  
countermeasures. [01-3381.16-5003]
- Disseminate intelligence and combat  
information. [01-3381.39-4005]
- Analyze intelligence and combat  
information. [01-3381.39-4004]
- Record intelligence and combat  
information. [01-3381.39-4003]
- Direct analysis and dissemination of  
information. [01-3381.41-5002]
- Direct collection management operations.  
[01-3381.44-5002]

[ARTEP 34-245-10-DRILL, Intelligence  
Section]

- Recording intelligence information.  
[Drill 1]

**SENIOR (SR) INTEL NCO**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

[STP 34-35II-MQS, Intelligence]

- Conduct intelligence and EW support element operations. [01-3381.04-5003]

[STP 34-96B14-soldier's manual (SM)-  
trainer's guide (TG), Intelligence Analyst]

- Coordinate targeting function. [301-336-4100]
- Supervise preparation/maintenance of SITMAP by subordinate personnel. [301-336-3051]
- Supervise receipt/transfer/storage of classified material. [301-336-3201]

**S3**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Brief to inform, persuade, or direct. [01-9007.01-0250]

[STP 3-74II-MQS, Chemical]

- Direct command post and tactical center internal security operations. [01-3761.00-1103]

[STP 6-13II-MQS, Artillery]

- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop a FS plan to support an offensive Opn. [01-2660.00-2008]
- Develop a FS plan to support a defensive Opn. [01-2660.00-2009]
- Apply the FSCOORD measures. [01-2840.00-2025]
- Direct the establishment of and verify Cdr criteria. [01-2770.01-0115]



- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct processing of the fire support request. [01-2770.01-0133]
- Coordinate employment of field artillery survey and meteorological assets. [01-2999.94-0107]
- Coordinate employment of field artillery target acquisition assets. [01-2999.94-0103]

### **S3 Section**

[ARTEP 6-115-MTP]

- Manage operations reports and information. [06-3-01-2150]

### **S3 OPNs SGT**

- Pass fire support information of lower, adjacent, and higher field artillery elements. [061-284-3046]

[STP 6-13F14-SM-TG]

- Post information on a SITMAP/overlay. [061-284-1011]

[STP 21-24-SMCT, Common Tasks]

- Prepare situation report (SITREP). [071-332-5022]

[STP 21-24-SMCT, Common Tasks]

- Prepare a strip map. [551-721-3359]

### **FDO**

[STP 6-13II-MQS, Artillery]

- Supervise a battalion fire direction center. [01-2999.94-0102]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct the evaluation and dissemination of intel reports using IFSAS/AFATDS. [01-2770.01-0114]
- Direct the processing of special missions.

[01-2770.01-0112]

- Direct processing of the fire support request. [01-2770.01-0133]

### **RSO**

[STP 6-13II-MQS, Artillery]

- Plan establishment of field artillery survey control. [01-2999.97-0403]
- Verify field artillery survey computations. [01-2999.97-0404]

### **CHEMO**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

### **FSO**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-003]

[STP 6-13II-MQS, Artillery]

- Advise maneuver commander on employment of available fire support assets. [01-2999.94-0106]
- Plan field artillery support of maneuver units. [01-2999.94.0101]
- Recommend FSCMs. [01-2999.94.0101]
- Develop a FS plan to support a defensive Opn. [01-2660.00-2009]
- Advise the Cdr on capabilities of available Target acquisition assets. [01-3020.00-7002]
- Advise the maneuver Cdr on IFSAS/AFATDS operations. [01-2770.01-0118]
- Advise the maneuver Cdr on employment of COLTs. [01-2840.00-2039]
- Recommend FSCMs, and coordinate fires. [01-2840.00-2042]
- Apply the FSCMs. [01-2840.00-2025]

- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]

**FSE**

[ARTEP 6-115-20-MTP]

- Provide brigade-level fire support coordination. [06-3-02-1100]

**S1**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**Chaplain**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**Surgeon**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**S4**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

[STP 9-91BCII-MQS, Ordinance]

- Oversee the planning, establishment, and management of a multi-functional tactical CP. [01-9253.00-0002]

[STP10-92ABDII-MQS, Quartermaster]

- Determine field locations for CSS units. [01-9253.00-0003]

**Bn SO**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

[STP 11-25II-MQS, Signal]

- Implement communications system control element operations.  
[01-5753.07-0002]
- Manage network traffic routing.  
[01-5710.07-0002]
- Perform distribution management of communications variables for combat radio.
- Perform distribution management of communications variables for combat net radio operations using Battlefield Electronic CEOI.  
[01-5880.07-0001]
- Employ communications system of a maneuver brigade or battalion.  
[01-5841.07-0001]
- Identify the data communications techniques used with tactical communications systems.  
[01-5769.04-0001]

**HHB Cdr**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**HHB 1SG**

[STP 21-24-SMCT, Common Tasks]

- Inspect personnel/equipment.  
[071-328-5301]
- Prepare an oral OPORD.  
[071-326-5626]
- Prepare a strip map. [551-721-3359]
- Supervise unit preventive medicine and field sanitation procedures.  
[081-831-0102]
- Conduct OPSEC procedures.  
[113-573-0002]
- Perform duties as convoy commander.  
[551-721-4326]
- Integrate risk management into mission.  
[850-001-4001]

- Supervise unit preparation for NBC attack [031-503-4002]

[STP 6-13B24-SM-TG]

- Prepare and/or defend a unit against an attack. [061-266-4014]

2. **The battalion receives an order initiating a new mission from higher headquarters.**

**Bn CDR**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

**Bn XO**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

**S2**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

[STP 34-35II-MQS, Intelligence]

- Participate in the development of intelligence requirements. [01-3381.01-5001].
- Direct the intelligence portion of the IPB process. [01-3381.01-5002]  
Prepare the intelligence estimate. [01-3381.41-4004].

**S2 SECTION**

[ARTEP 34-245-10-DRILL, Intelligence Section]

- Perform IPB. [Drill 2]

**SR INTEL NCO**

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Review current intelligence holdings to identify gaps. [301-336-2004]

- Supervise preparation of intelligence estimate. [301-336-3104]

### **S3**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

[STP 19-31-II-MQS]

- Direct CP and tactical center internal security operations. [01-3761.00-1103]

[STP 6-13II-MQS, Artillery]

- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop a FS plan to support an offensive Opn. [01-2660.00-2008]
- Develop a FS plan to support a defensive Opn. [01-2660.00-2009]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Coordinate employment of field artillery survey and meteorological assets. [01-2999.94-0107]
- Coordinate employment of field artillery target acquisition assets. [01-2999.94-0103]

### **S3 OPNs SGT**

[STP 6-13F14-SM-TG]

- Pass fire support information of lower, adjacent, and higher field artillery elements. [061-284-3046]

[STP 6-13F14-SM-TG]

- Post information on a SITMAP/overlay. [061-284-1011]

[STP 21-24-SMCT, Common Tasks]

- Prepare SITREP. [071-332-5022]

[STP 21-24-SMCT, Common Tasks]

- Prepare a strip map. [551-721-3359]

### **FDO**

[STP 6-13II-MQS, Artillery]

- Supervise a battalion fire direction center. [01-2999.94-0102]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct the evaluation and dissemination of intel reports using IFSAS/AFATDS. [01-2770.01-0114]
- Direct the processing of special missions. [01-2770.01-0112]
- Direct processing of the fire support request. [01-2770.01-0133]

### **RSO**

[STP 6-13II-MQS, Artillery]

- Plan establishment of field artillery survey control. [01-2999.97-0403]
- Verify field artillery survey computations. [01-2999.97-0404]

### **CHEMO**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

### **FSO**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

[STP 6-13II-MQS, Artillery]

- Advise maneuver commander on employment of available fire support assets. [01-2999.94-0106]

- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop a FS plan to support a defensive Opn. [01-2660.00-2009]
- Advise the Cdr on the capabilities of available target acquisition assets. [01-3020.00-7002]
- Advise the maneuver Cdr on IFSAS/AFATDS operations. [01-2770.01-0118]
- Advise the maneuver Cdr on employment of COLTs. [01-2840.00-2039]
- Recommend FSCMs, and coordinate fires. [01-2840.00-2042]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]

**FSE**

[ARTEP 6-115-20-MTP]

- Provide brigade-level FSCoord. [06-3-02-1100]

**S1**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

**Chaplain**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process. [03-9001.13-0001]

**Surgeon**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem solving process. [03-9001.13-0001]



**S4**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process.  
[03-9001.13-0001]

**Bn SO**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process.  
[03-9001.13-0001]

**HHB Cdr**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process.  
[03-9001.13-0001]

3. **The battalion commander and staff conduct mission analysis.**

**Bn CDR**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process.  
[03-9001.13-0001]

**Bn XO**

[STP 21-II-MQS, Common Tasks]

- Solve problems using the military problem-solving process.  
[03-9001.13-0001]

**S2**

[STP 34-35II-MQS, Intelligence]

- Participate in the development of intelligence requirements.  
[01-3381.01-5001]
- Direct the intelligence portion of the IPB process. [01-3381.01-5002]
- Conduct battlefield area evaluation.  
[013381.01-4012]
- Conduct terrain and weather analysis.  
[01-3381.01-4013]
- Prepare OB studies. [01-3381.41-4015]
- Conduct threat evaluation.  
[01-3381.01-4014]

- Participate in the threat integration process  
[01-3381.01-4015]
- Conduct situation development.  
[01-3381.01-4016]
- Conduct target development.  
[01-3381.01-4017]
- Prepare the intelligence estimate.  
[01-3381.41-4004]

## **S2 Section**

[ARTEP 34-245-10-DRILL, Intelligence Section]

- Perform IPB. [Drill 2]

## **SR INTEL NCO**

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Review current intelligence holdings to identify gaps. [301-336-2004]
- Supervise preparation of intelligence estimate. [301-336-3104]
- Recommend area of interest and operation based on METT-T. [301-336-4000]
- Supervise organization and maintenance of order of battle information.  
[301-336-2001]

## **S3**

- Perform a map reconnaissance.  
[01-1250.00-0002]
- Plan the IPB. [01-3353.02-0090]

[ARTEP 6-115-MTP]

- Prepare battalion operations estimates, tactical plans, and movement orders.  
[06-3-01-2120]
- Direct CP and tactical center internal security operations. [01-3761.00-1103]

[STP 6-13II-MQS, Artillery]

- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop a FS plan to support an offensive Opn. [01-2660.00-2008]

- Develop a FS plan to support a defensive Opn. [01-2660.00-2009]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct processing of the fire support request. [01-2770.01-0133]
- Coordinate employment of field artillery survey and meteorological assets. [01-2999.94-0107]
- Coordinate employment of field artillery target acquisition assets. [01-2999.94-0103]

### **S3 Section**

#### **[ARTEP 6-115-MTP]**

- Manage operations reports and information. [06-3-01-2150]
- Perform a map reconnaissance. [01-1250.00-0002]
- Plan the IPB. [01-3353.02-0090]

#### **[STP 6-13F14-SM-TG]**

- Pass fire support information of lower, adjacent, and higher field artillery elements. [061-284-3046]

#### **[STP 6-13F14-SM-TG]**

- Post information on a SITMAP/overlay. [061-284-1011]

#### **[STP 21-24-SMCT, Common Tasks]**

- Prepare SITREP. [071-332-5022]

#### **[STP 21-24-SMCT, Common Tasks]**

- Prepare a strip map. [551-721-3359]

### **FDO**

#### **[STP 6-13II-MQS, Artillery]**

- Supervise a battalion fire direction center. [01-2999.94-0102]

- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct the evaluation and dissemination of intel reports using IFSAS/AFATDS. [01-2770.01-0114]
- Direct the processing of special missions. [01-2770.01-0112]
- Direct processing of the fire support request. [01-2770.01-0133]

### **RSO**

[STP 6-13II-MQS, Artillery]

- Plan establishment of field artillery survey control. [01-2999.97-0403]
- Verify field artillery survey computations. [01-2999.97-0404]

### **CHEMO**

[STP 17-12-II-MQS]

- Perform a map reconnaissance. [01-1250.00-0002]
- Plan the IPB. [01-3353.02-0090]

### **FSO**

[STP 17-12-II-MQS]

- Perform a map reconnaissance. [01-1250.00-0002]
- Plan the IPB. [01-3353.02-0090]

[STP 6-13II-MQS, Artillery]

- Advise maneuver commander on employment of available fire support assets. [01-2999.94-0106]
- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Interpret threat organization and equipment. [01-2660.00-2004]
- Develop a FS plan to support an offensive Opn. [01-2660.00-2008]
- Develop a FS plan to support a defensive Opn. [01-2660.00-2009]
- Explain employment considerations of

FA special munitions. [01-2660.00-2005]

- Advise the Cdr on the capabilities of available target acquisition assets. [01-3020.00-7002]
- Advise the maneuver Cdr on IFSAS/AFATDS operations. [01-2770.01-0118]
- Advise the maneuver Cdr on employment of COLTs. [01-2840.00-2039]

#### **FSE**

[ARTEP 6-115-20-MTP]

- Provide brigade-level fire support coordination. [06-3-02-1100]
- Perform a map reconnaissance. [01-1250.00-0002]
- Plan the IPB. [01-3353.02-0090]
- Provide input to intelligence preparation of the battlefield. [01-2250.20-1006]

#### **S1**

[ARTEP 6-115-MTP]

- Participate in the OPORD process. [12-1-C408]

#### **S4**

[STP 10-92ABDII-MQS, Quartermaster]

- Assess unit capabilities to support proposed operations. [S3-5101.00-0229]
- Prepare command logistics plans, estimates, and orders. [03-5106.00-0166]

#### **Bn SO**

[STP 11-25II-MQS, Signal]

- Prepare and review signal estimates, plans, and orders. [01-5765.04-9001]

#### **Bn S3**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

4. **The battalion S3 directs the staff in the preparation and issuance of a warning order.**

[ARTEP 6-115-MTP]

- Prepare battalion operations estimates, tactical plans, and movement orders. [06-3-01-2120]
- Direct CP and tactical center internal security operations. [01-3761.00-1103]

[STP 6-13II-MQS, Artillery]

- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support an offensive Opn. [01-2660.00-2008]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct processing of the fire support request. [01-2770.01-0133]
- Coordinate employment of field artillery survey and meteorological assets. [01-2999.94-0107]
- Coordinate employment of field artillery target acquisition assets. [01-2999.94-0103]

**S2**

[STP 21-II-MQS, Common Tasks]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

[STP 34-35II-MQS, Intelligence]

- Conduct situation development. [01-3381.01-4016].
- Prepare the intelligence estimate. [01-3381.41-4004]
- Recommend force protection countermeasures. [01-3381.16-5003]

**S3 Section**

[ARTEP 6-115-MTP]

- Manage operations reports and information. [06-3-01-2150]

**FDO**

[STP 6-13II-MQS, Artillery]

- Supervise a battalion fire direction center. [01-2999.94-0102]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct the evaluation and dissemination of intel reports using IFSAS/AFATDS. [01-2770.01-0114]
- Direct the processing of special missions. [01-2770.01-0112]
- Direct processing of the fire support request. [01-2770.01-0133]

**RSO**

[STP 6-13II-MQS, Artillery]

- Plan establishment of field artillery survey control. [01-2999.97-0403]
- Verify field artillery survey computations. [01-2999.97-0404]

**FSO**

[STP 6-13II-MQS, Artillery]

- Advise maneuver commander on employment of available fire support assets. [01-2999.94-0106]
- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop a FS plan to support a defensive Opn. [01-2660.00-2009]
- Advise the Cdr on the capabilities of available Target acquisition assets. [01-3020.00-7002]
- Advise the maneuver Cdr on IFSAS/AFATDS operations. [01-2770.01-0118]
- Advise the maneuver Cdr on employment

- of COLTS. [01-2840.00-2039]
- Recommend FSCMs and coordinate fires. [01-2840.00-2042]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]

**S1**

[ARTEP 6-115-MTP]

- Participate in the operations order process. [12-1-C408]

**5. The battalion commander issues initial planning guidance.**

**Bn CDR**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**Bn XO**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**S2**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

[STP 34-35II-MQS, Intelligence]

- Conduct situation development. [01-3381.01-4016].

**S3**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]



- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Direct CP and tactical center internal security operations. [01-3761.00-1103]

[STP 6-13II-MQS, Artillery]

- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support an offensive Opn. [01-2660.00-2008]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct processing of the fire support request. [01-2770.01-0133]
- Coordinate employment of field artillery survey and meteorological assets. [01-2999.94-0107]
- Coordinate employment of field artillery target acquisition assets. [01-2999.94-0103]

**FDO**

[STP 6-13II-MQS, Artillery]

- Supervise a battalion fire direction center. [01-2999.94-0102]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct the evaluation and dissemination of intel reports using IFSAS/AFATDS. [01-2770.01-0114]
- Direct the processing of special missions. [01-2770.01-0112]
- Direct processing of the fire support request. [01-2770.01-0133]

6. **The battalion commander and staff prepare estimates.**

**RSO**

[STP 6-13II-MQS, Artillery]

- Plan establishment of field artillery survey control. [01-2999.97-0403]
- Verify field artillery survey computations. [01-2999.97-0404]

**S2**

[STP 34-35II-MQS, Intelligence]

- Participate in the development of intelligence requirements. [01-3381.01-5001]
- Direct the intelligence portion of the IPB process. [01-3381.01-5002]
- Prepare the intelligence estimate. [01-3381.41-4004]
- Participate in the threat integration process. [01-3381.01-4015]
- Conduct situation development. [01-3381.01-4016]
- Conduct target development. [01-3381.01-4017]

**S2 SECTION**

[ARTEP 34-245-10-DRILL, Intelligence Section]

- Perform IPB. [Drill 2]

**SR INTEL NCO**

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Coordinate targeting function. [301-336-4100]

**S3**

[ARTEP 6-115-MTP]

- Prepare battalion operations estimates, tactical plans, and movement orders. [06-3-01-2120]

[STP 6-13II-MQS, Artillery]

- Develop a FASP. [01-2999.94-0104]

**S3 Section**

[ARTEP 6-115-MTP]

- Manage operations reports and information. [06-3-01-2150]
- Prepare battalion operations estimates, tactical plans, and movement orders. [06-3-01-2120]

**S3 OPNs SGT**

[STP 6-13F14-SM-TG]

- Pass fire support information of lower, adjacent, and higher field artillery elements. [061-284-3046]
- Post information on a SITMAP/overlay. [061-284-1011]

[STP 21-24-SMCT, Common Tasks]

- Prepare SITREP. [071-332-5022]
- Prepare a strip map. [551-721-3359]

**FDO**

[STP 6-13II-MQS, Artillery]

- Supervise a battalion fire direction center. [01-2999.94-0102]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct the evaluation and dissemination of intel reports using IFSAS/AFATDS. [01-2770.01-0114]
- Direct the processing of special missions. [01-2770.01-0112]
- Direct processing of the fire support request. [01-2770.01-0133]

**RSO**

[STP 6-13II-MQS, Artillery]

- Plan establishment of field artillery survey control. [01-2999.97-0403]
- Verify field artillery survey computations. [01-2999.97-0404]

**CHEMO**

[STP 3-74II-MQS, Chemical]

- Identify operation and functions of

chemical units and staffs.  
[S1-5060.02-2138]

**FSO**

[STP 6-13II-MQS, Artillery]

- Advise maneuver commander on employment of available fire support assets. [01-2999.94-0106]
- Plan field artillery support of maneuver units. [01-2999.94-0100]

[STP 6-13II-MQS, Artillery]

- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support an offensive Opn. [01-2660.00-2008]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Explain employment considerations of FA special munitions. [01-2660.00-2005]
- Recommend FSCMs and coordinate fires. [01-2840.00-2042]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Produce an AGM. [01-2840.00-2038]
- Produce an HPT matrix. [01-2840.00-2044]

**FSE**

[ARTEP 6-115-20-MTP]

- Provide brigade-level fire support coordination. [06-3-02-1100]

**S4**

[STP 9-91BCII-MQS, Ordinance]

- Evaluate Class IX performance. [01-4716.26-0002]

[STP 10-92ABDII-MQS, Quartermaster]

- Determine Class V (conventional) requirements. [01-4000.11-1111]
- Determine and verify water requirements for a unit. [01-5103.00-0030]

- Assess unit capabilities to support proposed operations. [S3-5101.00-0229]

[STP 55-88II-MQS, Transportation]

- Determine aircraft requirements to move cargo, equipment, and personnel. [01-7320.70-0460]

#### **S4 Section**

[STP 10-92A35-SM-TG, Automated Log Spec]

- Check the accuracy of the prescribed load list (PLL) using the automated unit level logistics system (ULLS). [101-525-3015]

[STP 10-92Y24-SM-TG, Unit Supply Spec]

- Inspect and provide technical assistance to units. [101-521-4101]
- Check accuracy of PLL records. [101-521-4107]
- Check accuracy of the Army maintenance management system (TAMMS) maintenance and historical records. [101-521-4108]

[STP 10-94B25-SM-TG, Food Service Spec]

- Determine requirements and establish procedures in support of field operations. [101-524-3279]

[STP 10-92A35-SM-TG, Subsistence Supply Spec]

- Review the basic daily food allowance (BDFA). [101-520-4154]
- Prepare the schedule of field ration issues. [101-520-4104]
- Plan a field storage layout. [101-520-4153]

#### **SR SUPPLY SGT**

[STP 10-92A35-SM-TG Senior Supply Sgt]

- Review road movement graphs and tables. [101-522-5503]

7. **The battalion commander and staff develop course(s) of action.**

**Bn SO**

[STP 11-25II-MQS, Signal]

- Prepare and prepare and review signal estimates, plans, and orders. [01-5765.04-9001]

**S2**

[STP 34-35II-MQS, Intelligence]

- Conduct situation development. [01-3381.01-4016]
- Conduct target development. [01-3381.01-4017]
- Recommend force protection countermeasures. [01-3381.16-5003]

**SR INTEL NCO**

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Supervise preparation of intelligence estimate. [301-336-3104]
- Coordinate targeting function. [301-336-4100]

**S3**

- Direct CP and tactical center internal security operations. [01-3761.00-1103]

[STP 6-13II-MQS, Artillery]

- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support an offensive Opn. [01-2660.00-2008]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct processing of the fire support request. [01-2770.01-0133]
- Coordinate employment of field artillery survey and meteorological assets.

[01-2999.94-0107]

- Coordinate employment of field artillery target acquisition assets.

[01-2999.94-0103]

### **S3 OPNs SGT**

[STP 6-13F14-SM-TG]

- Pass fire support information of lower, adjacent, and higher field artillery elements. [061-284-3046]

[STP 6-13F14-SM-TG]

- Post information on a SITMAP/overlay. [061-284-1011]

[STP 21-24-SMCT, Common Tasks]

- Prepare SITREP. [071-332-5022]

[STP 21-24-SMCT, Common Tasks]

- Prepare a strip map. [551-721-3359]

### **FDO**

[STP 6-13II-MQS, Artillery]

- Supervise a battalion fire direction center. [01-2999.94-0102]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct the evaluation and dissemination of intel reports using IFSAS/AFATDS. [01-2770.01-0114]
- Direct the processing of special missions. [01-2770.01-0112]
- Direct processing of the fire support request. [01-2770.01-0133]

### **RSO**

[STP 6-13II-MQS, Artillery]

- Plan establishment of field artillery survey control. [01-2999.97-0403]
- Verify field artillery survey computations. [01-2999.97-0404]

**FSO**

**[STP 6-13II-MQS, Artillery]**

- Advise maneuver commander on employment of available fire support assets. [01-2999.94-0106]
- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop a FS plan to support a defensive Opn. [01-2660.00-2009]
- Advise the Cdr on the capabilities of available target acquisition assets. [01-3020.00-7002]
- Advise the maneuver Cdr on IFSAS/AFATDS operations. [01-2770.01-0118]
- Advise the maneuver Cdr on employment of COLTS. [01-2840.00-2039]
- Recommend FSCMs and coordinate fires. [01-2840.00-2042]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]

**FSE**

**[ARTEP 6-115-20-MTP]**

- Provide brigade-level fire support coordination. [06-3-02-1100]

**S4**

**[STP 55-88II-MQS, Transportation]**

- Plan logistics support for maintenance operations. [01-4720.26-0001]
- Plan evacuation of equipment. [01-4999-26-0001]
- Plan convoy operations. [01-7300.75-0500]
- Plan use of host nation (HN) assets. [01-7320.70-0435]
- Plan highway net use. [01-7320.75-0535]



- Request HN transportation support.  
[01-7320.70-0480]

[STP 10-92ABDII-MS, Quartermaster]

- Plan for airdrop of supplies.  
[03-5102.02-0001]
- Plan transport by helicopter.  
[01-7310.95-0415]

#### **Bn SO**

[STP 11-25II-MQS, Signal]

Prepare and prepare and review signal estimates, plans, and orders.

### **8. The battalion commander and staff analyze course(s) of action.**

#### **S2**

[STP 34-35II-MQS, Intelligence]

- Participate in the development of intelligence requirements.  
[01-3381.01-5001]
- Prepare the intelligence estimate.  
[01-3381.41-4004]
- Prepare intelligence taskings.  
[01-3381.39-4002]
- Prepare R&S plan. [01-3381.06-4011]
- Select intelligence and EW operational sites. [01-3381.04-4005]
- Develop an intelligence and EW scheme of maneuver. [01-3381.04-5001]
- Plan employment of IEW assets.  
[01-3381.04-5002]
- Plan reconnaissance operations.  
[01-3381.44-5001]
- Participate in the development of the DST. [01-3381.01-5003]
- Recommend force protection countermeasures. [01-3381.16-5003]
- Conduct target development.  
[01-3381.01-4017].

#### **SR INTEL NCO**

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Supervise preparation of intelligence estimate. [301-336-3104]

**S3**

- Direct CP and tactical center internal security operations.  
[01-3761.00-1103]

**[STP 6-13II-MQS, Artillery]**

- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support an offensive Opn. [01-2660.00-2008]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer.  
[01-2770.01-0115]
- Direct processing of the fire support request. [01-2770.01-0133]
- Coordinate employment of field artillery survey and meteorological assets.  
[01-2999.94-0107]
- Coordinate employment of field artillery target acquisition assets.  
[01-2999.94-0103]

**FDO**

**[STP 6-13II-MQS, Artillery]**

- Supervise a battalion fire direction center.  
[01-2999.94-0102]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer.  
[01-2770.01-0115]
- Direct the evaluation and dissemination of intel reports using IFSAS/AFATDS.  
[01-2770.01-0114]
- Direct the processing of special missions.  
[01-2770.01-0112]
- Direct processing of the fire support request. [01-2770.01-0133]

**RSO**

[STP 6-13II-MQS, Artillery]

- Plan establishment of field artillery survey control. [01-2999.97-0403]
- Verify field artillery survey computations. [01-2999.97-0404]

**FSO**

[STP 6-13II-MQS, Artillery]

- Advise maneuver commander on employment of available fire support assets. [01-2999.94-0106]
- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Advise the Cdr on the capabilities of available target acquisition assets. [01-3020.00-7002]
- Advise the maneuver Cdr on IFSAS/AFATDS operations. [01-2770.01-0118]
- Advise the maneuver Cdr on employment of COLTS. [01-2840.00-2039]
- Recommend FSCMs and coordinate fires. [01-2840.00-2042]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]

**Bn SO**

[STP 11-25II-MQS, Signal]

- Prepare and review signal estimates, plans, and orders. [01-5765.04-9001]

9. **The battalion staff compares courses of action.**

**S2**

[STP 34-35II-MQS, Intelligence]

- Participate in the development of intelligence requirements. [01-3381.01-5001]

- Prepare the intelligence estimate.  
[01-3381.41-4004]
- Prepare intelligence taskings.  
[01-3381.39-4002]
- Prepare R&S plan. [01-3381.06-4011]
- Select intelligence and EW operational sites. [01-3381.04-4005]
- Develop an intelligence and EW scheme of maneuver. [01-3381.04-5001]
- Plan employment of IEW assets.  
[01-3381.04-5002]
- Plan reconnaissance operations.  
[01-3381.44-5001]
- Participate in the development of the DST. [01-3381.01-5003]
- Recommend force protection countermeasures. [01-3381.16-5003]
- Conduct target development.  
[01-3381.01-4017]

#### **SR INTEL NCO**

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Supervise preparation of intelligence estimate. 301-336-3104]

#### **S3**

- Direct CP and tactical center internal security operations.  
[01-3761.00-1103]

[STP 6-13II-MQS, Artillery]

- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-2999.94-0101]
- Develop an FS plan to support an offensive Opn. [01-2660.00-2008]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer.  
[01-2770.01-0115]

- Direct processing of the fire support request. [01-2770.01-0133]
- Coordinate employment of field artillery survey and meteorological assets. [01-2999.94-0107]
- Coordinate employment of field artillery target acquisition assets. [01-2999.94-0103]

**FSO**

[STP 6-13II-MQS, Artillery]

- Advise maneuver commander on employment of available fire support assets. [01-2999.94-0106]
- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Advise the Cdr on the capabilities of available target acquisition assets. [01-3020.00-7002]
- Advise the maneuver Cdr on IFSAS/AFATDS operations. [01-2770.01-0118]
- Advise the maneuver Cdr on employment of COLTS. [01-2840.00-2039]
- Recommend FSCMs and coordinate fires. [01-2840.00-2042]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]

**Bn SO**

[STP 11-25II-MQS]

- Prepare and review signal estimates, plans, and orders. [01-5765.04-9001]

10. **The battalion commander announces decision.**

**Bn CDR**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct.

[01-9007.01-0250]

- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**Bn XO**

STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**S3**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Direct CP and tactical center internal security operations. [01-3761.00-1103]

[STP 6-13II-MQS, Artillery]

- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support an offensive Opn. [01-2660.00-2008]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct processing of the fire support request. [01-2770.01-0133]
- Coordinate employment of field artillery survey and meteorological assets. [01-2999.94-0107]
- Coordinate employment of field artillery target acquisition assets. [01-2999.94-0103]

**FDO**

[STP 6-13II-MQS, Artillery]

- Supervise a battalion fire direction center. [01-2999.94-0102]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct the evaluation and dissemination of intel reports using IFSAS/AFATDS. [01-2770.01-0114]
- Direct the processing of special missions. [01-2770.01-0112]
- Direct processing of the fire support request. [01-2770.01-0133]

**RSO**

[STP 6-13II-MQS, Artillery]

- Plan establishment of field artillery survey control. [01-2999.97-0403]
- Verify field artillery survey computations. [01-2999.97-0404]

**FSO**

[STP 6-13II-MQS, Artillery]

- Advise maneuver commander on employment of available fire support assets. [01-2999.94-0106]
- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Advise the Cdr on the capabilities of available target acquisition assets. [01-3020.00-7002]
- Advise the maneuver Cdr on IFSAS/AFATDS operations. [01-2770.01-0118]
- Advise the maneuver Cdr on employment of COLTS. [01-2840.00-2039]
- Recommend FSCMs and coordinate fires. [01-2840.00-2042]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]

**11. The battalion staff prepares OPORD/FRAGO.**

- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]

**Bn S3**

- Direct CP and tactical center internal security operations. [01-3761.00-1103]

**[STP 6-13II-MQS, Artillery]**

- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support an offensive Opn. [01-2660.00-2008]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct processing of the fire support request. [01-2770.01-0133]
- Coordinate employment of field artillery survey and meteorological assets. [01-2999.94-0107]
- Coordinate employment of field artillery target acquisition assets. [01-2999.94-0103]

**S2**

**[STP 34-35II-MQS, Intelligence]**

- Prepare the intelligence estimate. [01-3381.41-4004]
- Assist in preparing the intelligence annex. [01-3381.41-4001]
- Prepare intelligence taskings. [01-3381.39-4002]
- Prepare R&S plan. [01-3381.06-4011]
- Develop an intelligence and EW scheme of maneuver. [01-3381.04-5001]
- Plan employment of IEW assets. [01-3381.04-5002]



- Plan reconnaissance operations.  
[01-3381.44-5001]
- Produce finished intelligence products  
from all-source information.  
[01-3381.41-5003]
- Conduct target development.  
[01-3381.01-4017]

## **S2 SECTION**

[ARTEP 34-245-10-DRILL, Intelligence  
Section]

- Intelligence annex to the OPORD.  
[Drill 3]
- Brigade R&S planning. [Drill 4b]

## **SR INTEL NCO**

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Supervise preparation of intelligence  
estimate. [301-336-3104]
- Supervise preparation/maintenance of  
SITMAP by subordinate personnel.  
[301-336-3051]
- Supervise preparation of written  
analysis of the battlefield area.  
[301-336-3100]

## **S3**

- Direct CP and tactical center internal  
security operations. [01-3761.00-1103]

[STP 6-13II-MQS, Artillery]

- Plan field artillery support of maneuver  
units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support an  
offensive Opn. [01-2660.00-2008]
- Develop an FS plan to support a defensive  
Opn. [01-2660.00-2009]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify  
Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in  
the IFSAS/AFATDS computer.  
[01-2770.01-0115]

- Direct processing of the fire support request. [01-2770.01-0133]
- Coordinate employment of field artillery survey and meteorological assets. [01-2999.94-0107]
- Coordinate employment of field artillery target acquisition assets. [01-2999.94-0103]

### **S3 OPNs SGT**

[STP 6-13F14-SM-TG]

- Pass fire support information of lower, adjacent, and higher field artillery elements. [061-284-3046]

[STP 6-13F14-SM-TG]

- Post information on a SITMAP/overlay. [061-284-1011]

[STP 21-24-SMCT, Common Tasks]

- Prepare SITREP. [071-332-5022]

[STP 21-24-SMCT, Common Tasks]

- Prepare a strip map. [551-721-3359]

### **FDO**

[STP 6-13II-MQS, Artillery]

- Supervise a battalion fire direction center. [01-2999.94-0102]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct the evaluation and dissemination of intel reports using IFSAS/AFATDS. [01-2770.01-0114]
- Direct the processing of special missions. [01-2770.01-0112]
- Direct processing of the fire support request. [01-2770.01-0133]

### **RSO**

[STP 6-13II-MQS, Artillery]

- Plan establishment of field artillery survey control. [01-2999.97-0403]

- Verify field artillery survey computations.  
[01-2999.97-0404]

### **CHEMO**

[STP 3-74II-MQS, Chemical]

- Prepare NBC defense annex to OPLAN or OPORD. [03-5060.01-2107]

### **FSO**

[STP 6-13II-MQS, Artillery]

- Advise maneuver commander on employment of available fire support assets. [01-2999.94-0106]
- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Advise the Cdr on the capabilities of available target acquisition assets.  
[01-3020.00-7002]
- Advise the maneuver Cdr on IFSAS/AFATDS operations. [01-2770.01-0118]
- Advise the maneuver Cdr on employment of COLTS. [01-2840.00-2039]
- Recommend FSCMs and coordinate fires.  
[01-2840.00-2042]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer.  
[01-2770.01-0115]

### **FSE**

[ARTEP 6-115-20-MTP]

- Provide brigade-level fire support coordination. [06-3-02-1100]

### **S4**

[STP 10-92ABDII-MQS, Quartermaster]

- Prepare command logistics plans, estimates, and orders.  
[03-5106.00-0166]

**SR SUPPLY SGT**

[STP 10-76Z5-SM-TG, Senior Supply Sgt]

- Provide logistics input for the administrative or logistics order. [101-522-5403]

**Bn SO**

[STP 11-25II-MQS]

- Prepare and review signal estimates, plans, and orders. [01-5765.04-9001]

12. **The battalion commander and staff issue OPORD and FRAGO.**

**Bn CDR**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**Bn XO**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**S2**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

[STP 34-35II-MQS, Intelligence]

- Disseminate intelligence and combat information. [01-3381.39-4005]

**S2 SECTION**

[ARTEP 34-245-10-DRILL, Intelligence Section]

- Intelligence annex to the OPORD.

[Drill 3]

- Briefing/transmitting by radio. [Drill 5a]

### **SR INTEL NCO**

[STP 34-96B14-SM-TG, Intelligence Analyst]

- Supervise receipt/transfer/storage of classified material. [301-336-3201]

[STP 6-13II-MQS, Artillery]

- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-2999.94-0101]
- Develop an FS plan to support an offensive Opn. [01-2660.00-2008]
- Apply the FSCMs. [01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]
- Direct the establishment of a fire plan in the IFSAS/AFATDS computer. [01-2770.01-0115]
- Direct processing of the fire support request. [01-2770.01-0133]
- Coordinate employment of field artillery survey and meteorological assets. [01-2999.94-0107].
- Coordinate employment of field artillery target acquisition assets. [01-2999.94-0103].

### **S3**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct. [01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]
- Direct CP and tactical center internal security operations. [01-3761.00-1103]

### **S3 OPNs SGT**

[STP 6-13F14-SM-TG]

- Pass fire support information of lower, adjacent, and higher field artillery elements. [061-284-3046]

[STP 6-13F14-SM-TG]

- Post information on a SITMAP/overlay.  
[061-284-1011]

[STP 21-24-SMCT, Common Tasks]

- Prepare SITREP. [071-332-5022]

[STP 21-24-SMCT, Common Tasks]

- Prepare a strip map. [551-721-3359]

**CHEMO**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct.  
[01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**FSO**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct.  
[01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

[STP 6-13II-MQS, Artillery]

- Advise maneuver commander on employment of available fire support assets. [01-2999.94-0106]
- Plan field artillery support of maneuver units. [01-2999.94-0100]
- Recommend FSCMs. [01-299.94.0101]
- Develop an FS plan to support a defensive Opn. [01-2660.00-2009]
- Advise the Cdr on the capabilities of available target acquisition assets.  
[01-3020.00-7002]
- Advise the maneuver Cdr on IFSAS/AFATDS operations. [01-2770.01-0118]
- Advise the maneuver Cdr on employment of COLTS. [01-2840.00-2039]
- Recommend FSCMs and coordinate fires.  
[01-2840.00-2042]
- Apply the FSCMs.[01-2840.00-2025]
- Direct the establishment of and verify Cdr's criteria. [01-2770.01-0115]

- The establishment of a fire plan in the IFSAS/AFATDS computer.  
[01-2770.01-0115]

**FSE**

[ARTEP 6-115-20-MTP]

- Provide brigade-level fire support coordination. [06-3-02-1100]

**S1**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct.  
[01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**Chaplain**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct.  
[01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**Surgeon**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct.  
[01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**S4**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct.  
[01-9007.01-0250]
- Communicate effectively as a commander or staff officer. [03-9001.12-0003]

**Bn SO**

[STP 21-II-MQS, Common Tasks]

- Brief to inform, persuade, or direct.  
[01-9007.01-0250]
- Communicate effectively as a commander or staff officer.  
[03-9001.12-0003]

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## **Appendix A**

### **INDEX of BRIGADE COMBAT TEAM BATTLEFIELD FUNCTIONS Grouped By Battlefield Operating System (BOS)**

This component lists the thirty-nine (39) battlefield functions (BFs) for each battlefield operating system (BOS) which have been identified as relevant to U.S. Army tactical echelon units. These BFs were identified based on an analysis of Training and Doctrine Command (TRADOC) Pamphlet 11-9, "Blueprint of the Battlefield." The purpose of this component is to depict the BOS and the BF which define each BOS.

<b>INTELLIGENCE</b>	(1)	Conduct intelligence planning.
	(2)	Collect information.
	(3)	Process information.
	(4)	Disseminate intelligence.
<b>MANEUVER</b>	(5)	Conduct tactical movement.
	(6)	Engage enemy with direct fire and maneuver.
<b>AIR DEFENSE</b>	(16)	Take active air defense measures.
	(17)	Take passive air defense measures.
<b>FIRE SUPPORT</b>	(7)	Employ mortars.
	(8)	Employ field artillery.
	(9)	Employ close air support.
	(10)	Conduct electronic collection and electronic attack.
	(11)	Conduct battlefield psychological operations.
	(12)	<del>Employ chemical weapons.</del> <sup>1</sup>
	(13)	Conduct counter target acquisition operations.
	(14)	Employ naval surface fires.
	(15)	Coordinate, synchronize and integrate fire support.
	(21)	Overcome obstacles.
	(22)	Enhance movement.
	(23)	Provide countermobility.
	(24)	Enhance physical protection.
	(25)	Provide operations security.
	(26)	Conduct deception operations.
<b>MOBILITY AND SURVIVABILITY</b>	(27)	Provide NBC defense.

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<sup>1</sup> Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which might be performed by other nations.

**COMMAND AND  
CONTROL**

- (18) Plan for combat operations.
- (19) Direct and lead unit during preparation for the battle.
- (20) Direct and lead units in execution of battle.

**COMBAT SERVICE  
SUPPORT**

- (28) Provide transport services.
- (29) Conduct supply operations.
- (30) Provide personnel services.
- (31) Maintain weapons systems and equipment.
- (32) Provide health services.
- (33) Treat and evacuate battlefield casualties.
- (34) Conduct enemy prisoners of war (EPW) operations.
- (35) Conduct law and order operations.
- (36) Conduct civil affairs operations.
- (37) Provide sustainment engineering.
- (38) Evacuate non-combatants from area of operations.
- (39) Provide field services.

## Appendix B

### STRUCTURE OF BATTLEFIELD FUNCTIONS (BFs) RELEVANT TO BRIGADE OPERATIONS

This component provides a description of each BF and the battlefield operating system (BOS) with which it is aligned. Included with each BF definition is a listing of major doctrinal topics and aspects addressed by the BF. These definitions provide the necessary framework required to understand the focus of each BF. Under most circumstances, heavy brigades will be involved in the accomplishment of some or all aspects of the BF. The involvement can vary from extensive, wherein the BF is a major focus, to minor, wherein the brigade headquarters only furnishes information. In the latter instances, the involvement may not be sufficient to warrant incorporation into a brigade's training program, although the brigade's responsibilities for the function are likely addressed in its SOP for tactical operations (TSOP). The BF definitions were extrapolated from TRADOC Pam 350-7 "Blueprint of the Battlefield," as well as other doctrinal publications relevant to the applicable BF or BOS.

1. **Intelligence BOS** - The ways and means of acquiring, analyzing, and using knowledge of the enemy, weather, and terrain required by a commander in planning, preparing, and conducting combat operations. These BFs are continuous throughout the planning, preparation, and execution phases of the battle.
  - a. **BF (1) Conduct Intelligence Planning** - The developing and coordinating of information relative to the enemy, weather, and terrain prior to and during the development of the unit OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this BF is the intelligence preparation of the battlefield (IPB). This BF addresses:
    - 1) Reconnaissance and surveillance plan (R&S Plan).
    - 2) Integrated threat templates (e.g., doctrinal, event, input to DST).
    - 3) Terrain and weather analysis.
  - b. **BF (2) Collect Information** - Obtaining information in any manner from the heavy brigade's elements and from sources outside the heavy brigade (e.g., higher headquarters and adjacent units). This BF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain, and weather. This BF addresses:
    - 1) Information collected as a result of the R&S Plan.
    - 2) Continuous information collection and acquisition from all sources.

- c. **BF (3) Process Information** - Converting information into intelligence through collation, evaluation, analysis, integration, and interpretation in a continual process. This BF addresses:
    - 1) Evaluation of threat information.
    - 2) Evaluation of physical environment information.
    - 3) Integration of intelligence information.
    - 4) Development of enemy intentions.
    - 5) Development of targeting information.
    - 6) Preparation of intelligence reports.
    - 7) Update of situational template.
    - 8) Provision of battlefield area reports.
  - d. **BF (4) Disseminate Intelligence** - Transmitting of information by any means (verbal, written, electronic, etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This BF addresses:
    - 1) The sending of processed intelligence in a timely manner to those on the combined arms team who can, by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain, and weather.
    - 2) The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).
    - 3) Dissemination of battlefield reports.
2. **Maneuver BOS** - The employment of direct fire weapons, platforms, and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are tank guns, Bradley Fighting Vehicle (BFV) 25mm, anti-tank guns and rockets, attack helicopter guns and rockets, small arms, crew-served weapons, and directed energy weapons systems.
- a. **BF (5) Conduct Tactical Movement** - Planning for and directing the positioning of direct fire weapons systems relative to the enemy to secure or retain positional advantage, making full use of terrain and formations. Tactical movement occurs when

contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This BF addresses:

- 1) Subordinate element OPORD preparation and dissemination.
  - 2) Preparation for movement.
  - 3) Movement, both mounted and dismounted, and on and off road.
  - 4) Closure of movement to tactical assembly area or tactical positions.
  - 5) Navigation.
  - 6) Air movement.
- b. **BF (6) Engage Enemy with Direct Fire and Maneuver** - Planning for and directing elements in ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This BF relates only to those direct fire weapons systems associated with the maneuver BOS. This BF addresses:
- 1) Preparation of engagement areas.
  - 2) Rehearsals of battle plans.
  - 3) Prevention of fratricide.
  - 4) Conduct of close combat.
  - 5) Integration of direct fire with maneuver.
  - 6) Control of terrain.
  - 7) Consolidation and reorganization.
3. **Fire Support BOS** - The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commander's intent and scheme of maneuver. The fire support BOS addresses these weapons: mortars, field artillery, close air support, electronic measures, and naval surface fires.
- a. **BF (7) Employ Mortars** - Planning for and employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent.



- b. **BF (8) Employ Field Artillery** - Planning for and directing of indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. The fire support coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This BF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as FDC operations, gun operations, etc. This BF addresses:
  - 1) Fire support - maneuver unit rehearsals.
  - 2) FSE operations during the preparation and execution phases of the battle.
  - 3) Positioning and movement within the maneuver unit sector or zone.
  - 4) Indirect fire missions in support of maneuver commander's concept and intent.
- c. **BF (9) Employ Close Air Support** - Planning for, requesting, and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the brigade commander's concept and intent. This BF addresses:
  - 1) Air-ground attack requests.
  - 2) Air space coordination and management.
  - 3) Air liaison officer, forward air controller; other Army fire support coordination officers, USN/USMC brigade team commander, supporting arms liaison team (SALT) and firepower control team (FCT) tasks that enable air-to-ground attacks.
- d. **BF (10) Conduct Electronic Collection and Jamming<sup>1</sup>** - Planning for and directing actions taken to deny the enemy effective command, control, and communications of his own tactical force in support of maneuver commander's concept and intent. This BF includes jamming, deception, and collection.
- e. **BF (11) Conduct Battlefield Psychological Operations** - Planning for and directing the conduct or support of psychological operations (when psychological operations units are available) as an integral part of combat operations to bring psychological pressure to bear on enemy forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of the brigade commander's concept and intent.

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<sup>1</sup> Title and structure change to "Conduct electronic collection and electronic attack" are presently under consideration.

- f. ~~BF (12) Employ Chemical Weapons~~<sup>2</sup> - Employing chemical agents or other means to degrade enemy capabilities in support of the brigade commander's concept and intent.
  - g. **BF (13) Conduct Counter Target Acquisition Operations** - Planning for and directing the suppression (e.g., using smoke or dazzling illumination) to degrade enemy direct observation, optics, radar, sensors, electronic direction finding (DF) equipment, and imaging systems in support of the commander's concept and intent.
  - h. **BF (14) Employ Naval Surface Fires** - Planning for and directing naval gunfire in support of the maneuver commander's concept and intent.
  - i. **BF (15) Coordinate, Synchronize, and Integrate Fire Support** - Coordinating all fire support means in support of the maneuver commanders' concepts and intents. The BF integrates BF 7-14.
4. **Air Defense BOS** - The means and measures organic or assigned to the maneuver commander which, when employed successfully, will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.
- a. **BF (16) Take Active Air Defense Measures** - Planning for and directing the application of firepower to destroy enemy air targets. This BF encompasses the coordinating tasks which enable the commander to successfully employ any attached or assigned air defense weapons system, as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This BF addresses:
    - 1) Employment of air defense artillery guns and missiles.
    - 2) Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and tube-launched, optically tracked, wire-guided missiles (TOWs), and tank main gun against enemy air.
    - 3) Airspace management.
    - 4) Early warning.
  - b. **BF (17) Take Passive Air Defense Measures** - Planning for and directing the protection of the unit from enemy air by means other than weapons. This BF addresses:
    - 1) Early warning.
    - 2) Dispersion.

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<sup>2</sup> Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which might be performed by other nations.

- 3) Deception.
5. **Command and Control BOS** - The ways and means a commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.
- a. **BF (18) Plan for Combat Operations** - The integration of all members of the unit in the coordinated development of an operations order which will guide the activities of the unit in conducting combat operations to accomplish assigned missions. The product/outcome of this BF is a briefed, understood OPORD. This BF addresses:
    - 1) Receipt and analysis of higher HQ OPORD.
    - 2) Issuance of warning order.
    - 3) Restated mission statement.
    - 4) Commander's estimate process/troop leading procedures.
    - 5) Commander's guidance.
    - 6) Mission analysis (includes course of action development).
    - 7) Decision brief to commander.
    - 8) Development of a synchronized OPORD.
    - 9) Reproduction and distribution of OPORD to all participants.
    - 10) Briefing of OPORD; understanding of order by participants.
    - 11) FRAGO planning and issue.
  - b. **BF (19) Direct and Lead Unit during Preparation for the Battle** - The ways and means to prepare the unit so that it is ready to support the commander's concept and intent. This BF addresses:
    - 1) Commander's actions and decisions.
    - 2) Directing preparation for the battle.
    - 3) Issuing orders.
    - 4) Communicating information.

- 5) Confirmation briefs and backbriefs.
  - 6) Rehearsals.
  - 7) Maintaining and updating information and force status.
  - 8) Decisions to act or change ongoing actions.
  - 9) Confirming IPB through the reconnaissance effort.
  - 10) Determining actions to implement decisions.
  - 11) Synchronizing preparation (e.g., management of time).
  - 12) TOC operations (e.g., staff integration).
  - 13) Second in command (2IC) responsibilities.
  - 14) Continuous and sustained operations.
  - 15) Communications (e.g., planning, installation and operation of system, management, site election).
- c. **BF (20) Direct and Lead Units in Execution of Battle** - The ways and means to command and control the unit's execution of the battle plan to accomplish the commander's concept and intent. This BF addresses:
- 1) Commander's actions and decisions.
  - 2) Directing the conduct of the battle.
  - 3) Issuing orders.
  - 4) Information distribution.
  - 5) Synchronizing tactical operations (e.g., use of DST).
  - 6) TOC operations (includes CP displacement, security, survivability, battle tracking).
  - 7) Continuity of command (e.g., C2 redundancy).
  - 8) Second in command (2IC) responsibilities.
  - 9) Continuous and sustained operations.

## 10) Consolidation and reorganization.

6. **Mobility and Survivability BOS** - The ways and means that permit freedom of movement, relative to the enemy, while retaining the force's ability to fulfill its primary mission, as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.
- a. **BF (21) Overcome Obstacles** - Planning for and directing actions to remove or clear/reduce natural and man-made obstacles.
  - b. **BF (22) Enhance movement** - Planning for and coordinating elements providing mobility for the unit in its area of operations. This BF addresses:
    - 1) Construction and repair of combat roads and trails.\*
    - 2) Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)\*
    - 3) Tracking status of routes.\*
    - 4) Host nation support.\*
  - c. **BF (23) Provide Countermobility** - Planning for and directing actions to delay, channel, or stop enemy offensive movement consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems.
  - d. **BF (24) Enhance Physical Protection** - Planning for and directing actions that provide protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies.
  - e. **BF (25) Provide Operations Security** - Planning for and directing action to deny information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This BF addresses:
    - 1) Analysis to determine key assets and threats to them.
    - 2) Monitoring of implementation of OPSEC measures.
    - 3) Physical security measures.

\* Normally accomplished by units supporting the division.

- 4) Signal security.
- 5) Electronic security.

f. **BF (26) Conduct Deception Operations** - Taking actions in accordance with the division's or corps' deception plan to mask the objectives of tactical operations in order to delay effective enemy reaction. This BF addresses:

- 1) Physical deception.
- 2) Electronic deception.

g. **BF (27) Provide NBC Defense** - The avoidance of contamination; the protection of people, objects or areas from chemical or biological agents by absorbing, destroying, neutralizing, or otherwise rendering harmless or removing such agents; and the removal of radioactive material. This BF addresses:

- 1) Decontamination of individual soldiers and equipment.
- 2) Decontamination of weapon systems and supplies.
- 3) Hasty and deliberate decontamination.
- 4) Avoidance of contaminated areas.
- 5) NBC reconnaissance.
- 6) NBC defensive measures.
- 7) NBC warning.

7. **Combat Service Support BOS** - The support, assistance, and service provided to sustain forces, primarily in the area of logistics, personnel services, and health services.

a. **BF (28) Provide Transport Services** - Planning for and directing provision or coordination for transportation which will assure sustainment support operations in support of the unit. This BF addresses:

- 1) Movement of cargo, equipment, and personnel by surface or air.
- 2) Loading, transloading, and unloading material and supplies.
- 3) Reporting status.

- b. **BF (29) Conduct Supply Operations** - Planning for and directing provision of the items necessary to equip, maintain, and operate the force during the preparation and execution phases of the battle. This BF addresses:
  - 1) Requesting, receiving, procuring, storing, protecting, relocating, and issuing supplies to the specific elements of the force.
  - 2) Providing munitions to weapons systems.
  - 3) Providing fuel and petroleum products to equipment and weapons systems.
  - 4) Reporting status.
- c. **BF (30) Provide Personnel Services** - Planning for and directing all personnel-related matters to sustain the force. This BF addresses:
  - 1) Personnel administrative services.
    - a) Replacement, casualty reporting.
    - b) Awards and decorations.
    - c) Postal operations.
    - d) Promotions, reductions.
  - 2) Financial services.
  - 3) Unit ministry team operations.
  - 4) Legal services.
  - 5) Public affairs services.
  - 6) Preservation of the force through safety.
  - 7) Management of stress.
  - 8) Reporting status.
- d. **BF (31) Maintain Weapons Systems and Equipment** - Planning for and directing preservation and repair of weapons systems and equipment. This BF includes the provision of repair parts and end items to all members of the unit before, during and

after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This BF addresses:

- 1) Recovery.
  - 2) Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.
  - 3) Reporting status.
- e. **BF (32) Provide Health Services** -Planning for, directing and coordinating health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This BF addresses:
- 1) Preventive medicine.
  - 2) Field sanitation.
  - 3) Mental health.
- f. **BF (33) Treat and Evacuate Battlefield Casualties** - Planning for and directing the application of medical procedures on battlefield casualties beginning with "buddy aid" through treatment by trained medical personnel. The BF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This BF addresses:
- 1) Triage of battlefield casualties.
  - 2) Treatment and movement of casualties to rear (MEDEVAC).
  - 3) Evacuation.
  - 4) Handling and processing the remains of soldiers who have died of wounds.
  - 5) Reporting status.
- g. **BF (34) Conduct Enemy Prisoners of War (EPW) Operations** - Planning for and directing the collection, processing, evacuation, and safeguarding of enemy prisoners of war. This BF addresses:
- 1) Collecting and evacuating EPW.
  - 2) Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.



- h. **BF (35) Conduct Law and Order Operations** - Enforcing laws and regulations and maintaining of unit and personnel discipline.
- i. **BF (36) Conduct Civil Affairs Operations** - Planning for, directing, and/or coordinating assigned tasks to conduct activities which encompass the relationship between the military forces and civil authorities and the citizens in a friendly or occupied country or area when U.S. military forces are present.
- j. **BF (37) Provide Sustainment Engineering** - Planning for and coordinating the actions of elements (when in the unit area), providing repair and construction of facilities and lines of communication. This BF addresses:
  - 1) Rear area restoration.\*
  - 2) Construction and maintenance of lines of communication (roads, railroads, ports, airfields).\*
  - 3) Construction support:
    - a) Marshaling, distribution and storage facilities.\*
    - b) Pipelines.\*
    - c) Fixed facilities.\*
    - d) Well drilling.\*
    - e) Dismantlement of fortifications.\*
- k. **BF (38) Evacuate Non-combatants from Area of Operations** - Planning for and directing the unit's participation in actions to use available military and host-nation resources for the evacuation of U.S. forces, dependents, U.S. government civilian employees, and private citizens (U.S. and other). This BF addresses:
  - 1) Medical support.
  - 2) Transportation.
  - 3) Security.
  - 4) Preparation of temporary shelters.

\* Normally accomplished by units supporting the division.

- 5) Operation of clothing exchange facilities.
  - 6) Operation of bathing facilities.
  - 7) Graves registration.
  - 8) Laundry.
  - 9) Feeding.
1. **BF (39) Provide Field Services** - Planning for and coordinating the provision of service logistics functions by CSS elements\*. This BF addresses:
- 1) Clothing exchange.
  - 2) Shower facilities.
  - 3) Graves registration.
  - 4) Laundry and clothes renovation.
  - 5) Bakeries.
  - 6) Feeding (rations supply, kitchens).
  - 7) Salvage.

\* Normally accomplished by units supporting the division.

## Appendix C

### BFs LISTED BY ECHELON

This component depicts the identification of BFs to the echelon/type unit based on previous research and analysis.

INTELLIGENCE BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(1)	Conduct Intelligence Planning	X	X	X	X	X	
(2)	Collect Information	X	X	X	X	X	X
(3)	Process Information	X	X	X	X	X	X
(4)	Disseminate Information	X	X	X	X	X	X

MANEUVER BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(5)	Conduct Tactical Movement	X	X	X	X	X	X
(6)	Engage the Enemy with Direct Fire and Maneuver	X	X <sup>1</sup>				

FIRE SUPPORT BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(7)	Employ Mortars	X	X				
(8)	Employ Field Artillery	X	X	X	X	X	X
(9)	Employ Close Air Support	X	X				

<sup>1</sup> BF 6, as defined, concerns how units will engage the enemy through maneuver and direct fires. The function is performed by the element directly controlling the direct fire systems. Initial analysis indicates that this is accomplished by maneuver battalions, such as a mechanized infantry or armor Bn TF, and attack helicopter battalions. The brigade commander and brigade staff's involvement in the engagement of the enemy is through direction of the subordinate battalions. Hence, the brigade's control is not direct to the systems involved. Therefore, the brigade involvement is described within the context of BF 18, 19, and 20. Further analysis is required.

<b>FIRE SUPPORT BOS (cont.)</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Eng Bn</b>	<b>FS Bn</b>	<b>ADA Btry</b>
(10) Conduct Electronic Collection and Jamming <sup>2</sup>						
(11) Conduct Battlefield Psychological Operations						
<del>(12) Employ Chemical Weapons<sup>3</sup></del>						
(13) Conduct Counter Target Acquisition Operations			X			
(14) Employ Naval Surface Fires	X	X				
(15) Coordinate, Synchronize, and Integrate Fire Support	X	X	X	X	X	

<b>AIR DEFENSE BOS</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Eng Bn</b>	<b>FS Bn</b>	<b>ADA Btry</b>
(16) Take Active Air Defense Measures	X	X				X
(17) Take Passive Air Defense Measures	X	X	X	X	X	X

<b>COMMAND AND CONTROL BOS</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Eng Bn</b>	<b>FS Bn</b>	<b>ADA Btry<sup>4</sup></b>
(18) Plan for Combat Operations	X	X	X	X	X	
(19) Direct and Lead Units During Preparation for Battle	X	X	X	X	X	
(20) Direct and Lead Units in Execution of Battle	X	X	X	X	X	

<sup>2</sup> Title and focus change to "Conduct electronic collection and electronic attack" are presently under consideration.

<sup>3</sup> Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which could be performed by other nations.

<sup>4</sup> The battle phases of plan, prepare, and execute are inherent to the ADA battery's performance of BF 16, Take Active Air Defense Measures.

<b>MOBILITY AND SURVIVABILITY BOS</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Eng Bn</b>	<b>FS Bn</b>	<b>ADA Btry</b>
(21) Overcome Obstacles	X	X		X		
(22) Enhance Movement				X		
(23) Provide Countermobility	X	X		X		
(24) Enhance Physical Protection	X	X	X	X	X	X
(25) Provide Operations Security	X	X	X	X	X	X
(26) Conduct Deception Operations						
(27) Provide NBC Defense	X	X	X	X	X	X

<b>COMBAT SERVICE SUPPORT BOS</b>	<b>Bn TF</b>	<b>Bde</b>	<b>FA Bn</b>	<b>Eng Bn</b>	<b>FS Bn</b>	<b>ADA Btry</b>
(28) Provide Transport Services	X	X	X	X	X	
(29) Conduct Supply Operations	X	X	X	X	X	X
(30) Provide Personnel Services	X	X	X	X	X	
(31) Maintain Weapons Systems and Equipment	X	X	X	X	X	X
(32) Provide Health Services		X			X	
(33) Treat and Evacuate Battlefield Casualties	X	X	X	X	X	X
(34) Conduct Enemy Prisoner of War Operations		X			X	
(35) Conduct Law and Order Operations						
(36) Conduct Civil Affairs Operations						
(37) Provide Sustainment Engineering						
(38) Evacuate Non-combatants from Area of Operations						
(39) Provide Field Services					X	

## **Appendix D**

### **USER'S GUIDE**

This component is designed to facilitate use of the function analysis. The examples are based on the function analysis (FA) of BF 18--Plan for Combat Operations--as performed by the heavy brigade.

#### **Section 1 - Background on Functional Approach to Training and Battlefield Functions**

Given the task-based nature of Army training, the tools for identifying, structuring, and organizing tasks critical for combat effectiveness are essential to realizing goals of Army training for the 21st century. Providing such tools has been a persistent effort in structuring assessment and planning of collective training. Army Training and Evaluation Program Mission Training Plans (ARTEP-MTPs), which list tasks by mission, represent one approach to provide that structure. A complementary approach has emerged in the use of functional areas.

Several initiatives have considered tasks in relation to functional areas rather than missions. One such approach was adopted at the Combat Training Centers (CTCs). The specific approach developed in the mid-1970s used Battlefield Operating Systems (BOSs) as the framework for after action reviews (AARs) and take home packages. The BOSs are seven functional areas which encompass tactical operations.

In addition, to enhance the utility of the BOS structure, the U.S. Army Training and Doctrine Command (TRADOC) developed the Blueprint of the Battlefield. That work used the BOS structure as a framework to describe the tactical level of war in terms of operating systems, functions, and generic tasks. While the functional hierarchy in the Blueprint of the Battlefield provided finer granularity than the BOS, the Blueprint of the Battlefield did not represent battlefield processes, critical sequences of events, procedural steps, and many of the tasks that must be accomplished.

This research product is part of an effort to improve further the functional structure for planning and assessing collective training through the identification and analysis of Battlefield Functions (BFs). Like the Blueprint of the Battlefield, the BFs orient on functions (activities and processes that occur over time) while retaining granularity that supports task-based training. The BF analyses extend the Blueprint of the Battlefield in two ways:

- Identify relationships among BOSs, tasks, echelons, and people required to achieve identified outcomes, thus improving representation of battlefield processes and sequences of events.
- Provide explicit ties to tasks derived from ARTEP-MTPs and doctrine, tactics, techniques, and procedures described in doctrinal manuals, applied at CTCs, or identified by

experienced field commanders, thus improving representation of procedural steps and tasks that must be accomplished.

The FAs of BFs have been conducted at a level of detail that supports a functional approach to training. The functional approach uses battlefield functions performed by units as the basis for assessing proficiency and planning training. The BF FAs provide content and a framework to apply the functional approach to training. Thirty-nine (39) BFs (Appendix A) are relevant to tactical operations at echelons from battalion through corps. Association of specific BFs to particular type units indicates that those BFs are germane to the unit's training program.

## **Section 2 - Overview of Components to a BF Function Analysis**

The BF FA conducted as part of this project (Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)) contains seventeen (17) components including this User's Guide. The components allow BF FA users the capability to use the BF FA for a variety of purposes, some of which are described in Section 3 below. The title and a brief description of each BF FA component follow.

Overview: Information is provided concerning the presentation of the BF FA components, the table of organization and equipment (TOE) of the type unit for which the BF FA is relevant, and the context in which the FA was developed. The information provides an overview of the analytical approach used for the FA.

Purpose and Outcomes: The overall end result which the BF is supposed to accomplish, termed the purpose, is identified. This component also identifies the endstates or bottom line results necessary to achieve the purpose, termed outcomes.

Flow Charts by Battle Phase (Plan, Prepare, Execute): This graphical description portrays the sequence of BF tasks within the framework of tactical battle phases (i.e., planning, preparation, execution). This component describes the flow of tasks during each battle phase, the vertical task linkages (to higher and lower echelon units), and horizontal linkages to other BFs for the echelon being analyzed. It also depicts information flow which affects the tasks.

Task Linkages to Other BFs/Units: Tasks performed in other BFs or by other units are described as they relate (i.e., are linked) to the tasks of the BF being analyzed. These descriptions provide verbal details of the relationships portrayed graphically by the Flow Charts. The purpose of this component is to allow the user to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extracted for BFs or units for which FAs have been accomplished and extrapolated for FAs which have not yet been developed.

Key Participants by Task: The participants required to perform the tasks are identified. Identification is based on the appropriate echelon/type unit TOE. It includes special staff members who are critical for task accomplishment.

Key Inputs and Outputs: The critical information required and generated by participants to successfully accomplish the BF is identified. Where information results from the performance of the BF tasks, BF information output is identified. One BF's information output normally is provided as another BF's input. Critical input and output are organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information is specific only to the BF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The linkages of inputs and outputs to specific tasks are depicted in the Flow Charts component.

Task List Summary: The tasks which are described in detail in the Task List are summarized and numbered. The numbers allow cross referencing among BF FA components.

Task Lists: Tasks and supporting tasks necessary to perform the function are listed by battle phase. Normally, the task identifies the primary participants responsible for performing the tasks. The tasks have been extracted from the appropriate ARTEP-MTPs, echelon and functional area field manuals (FMs), and proponent school special texts. The specific sources of references for each task and subtask are shown in brackets [ ] following the task. Tasks derived from ARTEP-MTPs are referenced with the ARTEP-MTP number and task number, such as [ARTEP 5-145-MTP, Task 05-1-0002/1]. Tasks derived from FMs are referenced with the FM number and page number, such as [FM 5-71-3, p. 2-11]. Tasks identified during interviews with TRADOC school proponent subject matter experts (SMEs), CTC Operations Groups, and Army Forces Command units are referenced as field notes (FN) and the source is reflected, such as [FN-NTC CSS OCs]. Tasks derived from the Center for Army Lessons Learned (CALL) are referenced with the notation LL for lessons learned; the CALL publication number and page number are included, such as [LL-CALL Newsletter 95-6, p. 16]. In some cases, the analysis of the BF resulted in identification of tasks for which no doctrinal references could be identified. Such tasks were selected based on author experience and relevant doctrine. These tasks are referenced as author notes [AN]. The references facilitate review of original source material for further detail and context.

Tasks Organized by Outcomes: Tasks and supporting tasks necessary to perform the function are listed by outcome. The component supports analysis of performance related to outcomes to identify tasks for sustainment or remediation training.

Lessons Learned Integrated into the Task List: The lessons learned extracted from the CALL publications relevant to performing this BF are identified. They are organized and listed by the appropriate task from the Task List component. The purpose of this



component is to provide the user with recent tactics, techniques, and procedures (TTP) associated with the performance of the tasks in this BF.

Gate Tasks: Critical individual or collective tasks which BF participants must be able to perform prior to engaging in the identified BF tasks are listed so that the training can be conducted efficiently and safely.

References: The references and sources used by the analyst are identified.

Index of Battlefield Functions: The thirty-nine (39) BFs relevant to Army tactical echelon units, organized by the BOS they compose, as derived from TRADOC Pamphlet 11-9, Blueprint of the Battlefield, are identified.

Structure of Battlefield Functions: Definitions for the 39 BFs and BOSs they compose are provided.

BFs Listed by Echelon: The occurrences of BFs relevant to training according to echelon/type units are listed. This list is subject to change as research into the relevance of functions continues.

Acronyms and Abbreviations: The acronyms and abbreviations used in the analysis are listed. The acronyms and abbreviations were taken from relevant doctrinal references.

User's Guide: Descriptions are provided of the background of BFs and the Functional Approach to training (Section 1), the components of a BF FA (in this section), and approaches to exploit the flexibility of the BF FA to support multiple Army uses and users (Section 3).

### **Section 3 - Use of the BF Function Analysis**

The analysis of a function contained in each BF FA can support a variety of purposes. General purposes and information needs will be suggested for force developers, materiel developers, doctrine developers, training developers, and unit commanders.

- Force Developers: Develop personnel systems and organizational structures to support the force. Purpose and Outcomes and Task Lists components, for example, could support identification of required capabilities and tasks that a particular unit or organization must be able to perform. The Flow Charts component could support delineation of a new organizational design.
- Materiel Developers: Develop requirements for new systems to ease performance activities of soldiers and to accomplish new battlefield requirements. Through the identification of requirements, new technologies and processes can be applied to support force needs. The

Flow Charts component, for example, could be used to illustrate opportunities to revise procedures to take advantage of enhancements in areas such as information dissemination.

- Doctrine Developers: Develop new and modify existing doctrine to integrate emerging technologies and to implement changing Army missions and priorities. The TTP will evolve to meet new battlefield conditions and requirements as well as to guide combined arms, joint service, and multinational operations. The emphasis in BF FAs on interrelationships can identify gaps in task coverage which should be addressed through revisions to publications such as ARTEP-MTPs.
- Training Developers: Develop new and modify existing training programs to support new doctrine, emerging technologies, changes in organization, and reduced resources and training environments. Potential uses of a BF FA to support areas such as development of training support packages (TSP) and development of training aids, devices, simulators, and simulations (TADSS) are discussed in Section 4.
- Unit Commanders: Assess training effectiveness, develop training plans, and execute training. The BF FA support for training assessment and planning training events is discussed in Section 4.

Developers and commanders often begin by performing or examining one or more front end analyses (FEAs) to gain an understanding of a relevant issue. Whether they perform FEAs themselves or draw from available analyses (like the BF FAs), information is sought on many topics. Likely topics include the following (with relevant BF FA components):

- What are the objectives/missions of the system? (Purpose and Outcomes)
- What are the vertical and horizontal linkages between elements, and what are the information inputs and outputs associated with these? (Flow Charts, Tasks Linked to Other BFs/Units, and Key Inputs and Outputs)
- What are the processes and tasks being performed within each element? (Task Lists, Tasks Organized by Outcomes, and Flow Charts)
- Who are the players and/or target audience? (Key Participants by Task)
- What enabling and objective knowledge and skills are required? (Gate Tasks)
- Are there any experiences and lessons learned that would be helpful? (Task Lists and Lessons Learned Integrated into the Task List)

Two detailed examples of BF FA usage are presented in Section 4 below. These examples demonstrate, first, how unit commanders and, second, how training developers can use BF FAs.

The examples should serve as a guide for potential BF FA users in that generic information within the BF FAs is transferable to the other applications.

#### **Section 4 - Unit Commander and Training Developer Use of a BF Task Analysis**

##### **Unit Commanders**

Unit commanders use published Army doctrine as contained in FM 25-100, Training the Force (November 1988), and FM 25-101, Battle Focused Training (September 1990) to assess training effectiveness and to plan training events. The BF FAs provide relevant information for assessment and planning within the intent of those documents. The added information supports functional training which uses proficiency related to functions as the basis for identifying tasks to be trained and structuring training on those tasks. The BF FAs supplement the training and assessment systems and processes already in use by commanders.

##### **1. Conduct Training Assessment**

The commander assesses the mission essential task list (METL) to identify functions that require attention, to select outcomes for training focus, and to provide specific guidance for training. This functional training assessment allows the commander to perform an analysis across several layers with a successively narrow focus:

- a. METL tasks.
- b. Each BOS for each METL task that requires remediation or sustainment.
- c. Relevant BFs for each BOS that requires remediation or sustainment.
- d. Relevant outcomes for each BF that requires remediation or sustainment.

The commander assesses BF performance in the context of the unit METL and the BOS by using the Purpose and Outcomes component. To support the assessment, commanders could develop and complete a worksheet which relates BFs and the outcomes to the METL and BOS, as depicted in Figure D-1, which presents a completed assessment worksheet for BF 18.

BF 18 Outcomes (extracted from the function analysis):

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.
2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.
3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with TSOP.
4. Brigade operations, command, and control continue during planning process.

Mission Essential Tasks	CURRENT TRAINING STATUS					Overall METL Status
	BOS: Command and Control					
	BF: 18- Plan for Combat Operations					
	Outcomes	1	2	3	4	
Defend		P	P	T	P	P
	<u>Outcome 1:</u> OPORD generally very good; need more detail on control measures (excessive risk of fratricide). <u>Outcome 2:</u> Too slow getting information to supporting battalions--FSB especially needs support requirements earlier. <u>Outcome 3:</u> Dissemination is very smooth. <u>Outcome 4:</u> Weak communications between main CP and adjacent units.					
Attack; Movement to Contact		P	U	T	P	P
	<u>Outcome 1:</u> Accuracy of graphics questionable--MCOO inaccurate or unclear--not sure which, may be both. <u>Outcome 2:</u> Adjacent units never received initial WARNO. <u>Outcome 3:</u> OPORD distribution continued to be a strength. <u>Outcome 4:</u> Rear CP: SITMAP and information displays of tactical situation were not current.					
Overall BF Status: BF 18 = P				BOS Status = P		

Note: Italics indicate entries made by hypothetical commander.

Figure D-1. Assessment worksheet for heavy brigade performance of BF 18.

## 2. Plan Training Events

The BF FA supports four steps related to planning a training event. The use of BF FAs to perform each of these tasks is described below.

### a. Selecting Tasks and Supporting Tasks To Be Trained

1) Selection of tasks by outcome or battle phase. When the training assessment identifies outcomes to be achieved, trainers can focus their attention on particular tasks that support the outcome. This process can be streamlined by referring to the Tasks Organized by Outcomes component of a BF FA. The tasks relevant to each outcomes for the BF 18 FA are shown in Figure D-2. While many of the tasks are required by more than one outcome, the supporting tasks will usually vary between the outcomes.

If trainers have no basis for identifying an outcome within the BF or if the training is to focus on a single battle phase, they can select tasks from the Task List Summary component. For most BFs, this component is organized by the battle phases--plan, prepare, and execute--supported by the Flow Chart. The exceptions to that organization are BFs 1 through 4, which cover the Intelligence BOS, and BFs 18 through 20, which cover the command and control BOS by battle phase. The Intelligence BFs reflect the continuous nature of the intelligence cycle.

## BF 18 Outcomes (OC):

1. Complete, concise, feasible, suitable, acceptable, and tactically sound brigade orders that conform to doctrinal standards are issued.
2. Brigade orders are received in no more than 1/3 of the available time and understood by key participants and subordinates.
3. Sufficient hard copies of the brigade order and all key accompanying documents are provided to key personnel in accordance with TSOP.
4. Brigade operations, command, and control continue during planning process.

Tasks (from the Task List)	OC 1	OC 2	OC 3	OC 4
1. The brigade commander and staff direct and lead the brigade during planning for the battle.				X
2. The brigade receives an order initiating a new mission from higher headquarters.	X	X		
3. The brigade commander and staff conduct mission analysis.	X	X		
4. The brigade executive officer directs the staff in the preparation and issuance of a brigade warning order.	X			
5. The brigade commander issues initial planning guidance.	X	X		
6. The brigade commander and staff prepare estimates.	X			
7. The brigade commander and staff develop course(s) of action.	X			
8. The brigade commander and staff analyze course(s) of action.	X			
9. The brigade staff compares course(s) of action.	X			
10. The brigade commander announces decision.	X			
11. The brigade staff prepares the operations order.	X	X	X	
12. The brigade commander and staff issue the operations order.	X	X	X	

Figure D-2. Overview of tasks by outcomes for BF 18 FA.

2) Selection of supporting tasks. Trainers must also select supporting tasks. Supporting tasks are blocks of performance required by the task. Each task and supporting task is structured to describe actions to be performed (e.g., steps) or the end states of the task (i.e., aspects of the standard). The detailed description for each task and supporting task is contained in the Task List component. An excerpt from that component of the BF 18 FA is shown in Figure D-3.

5. **The brigade commander issues initial planning guidance.** [FM 101-5, Chap 4, p. 4-15]
- a. The brigade commander develops planning guidance: [FM 101-5, p. 4-16; FM 71-3, p. 3-3]
    - 1) Using the results of his own mission analysis and his METT-T assessment. [FM 101-5, p. 4-16]
    - 2) Using the results of the brigade staff's mission analysis. [FM 6-20-40, p. 2-1; FM 6-20-50, p. 2-1; FM 6-20-10, p. 1-5; FN-JRTC; FN-194 AR]
  - b. The brigade XO prepares the brigade staff to receive the brigade commander's guidance. [FM 101-5, p. 4-15; ARTEP 71-3 MTP, Task 71-3-0001/2]
    - 1) Determines who must be present at the commander's guidance briefing, if not SOP (e.g., engineer battalion Cdr, FSCOORD, MP platoon leader).
    - 2) Ensures staff is prepared to take notes on guidance issued (depending on the level of detail and specificity of guidance).
  - c. The brigade commander issues planning guidance to the brigade staff, which may include: [FM 101-5, p. 4-17; FM 6-20-40, p. 2-1, 2-3; FM 6-20-50, p. 2-1, 2-3; FM 6-20-10, p. 1-7; ARTEP 71-3 MTP, Task 71-3-0001/3]
    - 1) Enemy COA. [FM 101-5, p. 4-17]
    - 2) Restated mission. [FM 101-5, p. 4-18]

Figure D-3. Example of supporting tasks extracted from the Task List of BF 18 FA.

3) Identification of references. As Figure D-3 also illustrates, the doctrinal source (publication number and task number or page number), in brackets, is included with the listing of each task and supporting task. Trainers can refer to the References component to determine the doctrinal publication title and publication date. They can then refer to doctrinal source material for further detail and context, if desired. Figure D-4 provides examples taken from the References component of BF 18.

<b>Field Manuals (FMs)</b>	
6-20-40	Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Heavy)
6-20-50	Tactics, Techniques, and Procedures for Fire Support for Brigade Operations (Light)
71-3	The Armored and Mechanized Infantry Brigade
101-5	Command and Control for Commanders and Staff (Draft)
<b>Army Training and Evaluation Program (ARTEPs)</b>	
71-3 MTP	Mission Training Plan for the Heavy Brigade Command Group and Staff

Figure D-4. Excerpt from References component of BF 18 FA.

4) Identification of techniques and useful training information. As part of the task selection process and the planning of the training event, trainers can refer to the Lessons Learned component. This component identifies lessons learned extracted from the CALL publications. This component also provides information not necessarily contained in the applicable doctrinal references but determined to be relevant to training of the function based on performance history of brigades at the CTCs. In other cases, lessons learned at CTCs may provide a clearer definition of how tasks should be performed and the conditions under which they must be performed. An excerpt from that component of the BF 18 FA is shown in Figure D-5.

5.	<b>The brigade commander issues initial planning guidance.</b>
LL -	Determine the amount of planning guidance the staff requires to develop the plan. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
LL -	Do not suppress the staff's ability to plan by providing excessive planning guidance. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]
LL -	Sketch the initial concept of the operation for the staff. [CALL Newsletter No. 93-3: The Battalion and Brigade Battle Staff, p. 9]

Figure D-5. Excerpt from Lessons Learned Integrated into the Task List component of BF 18 FA.

b. Selecting the Training Audience. After determining which tasks must be trained, trainers should next identify the training audience. The Key Participants by Task component of the BF FA supports that analysis. This component, based on the unit's TOE, specifies the participants required to perform the tasks selected for training. One potential result of this review is that trainers may have to coordinate (through the appropriate commanders) with external units to have a specific special staff member participate in the training event. Figure D-6 depicts an example of that component of the BF 18 FA.

<b>Tasks</b>	
5.	<b>The brigade commander issues initial planning guidance.</b>
<b>Participants</b>	
Bde Cdr, Bde XO, Bde CSM, Bde S2, DS MI Co Cdr, Bde S3, Bde S3-Air, Bde S3 Opns Sgt, CMLO, FSCoord, FSO, Engr Bn Cdr, ABE, ADLO, AVLO, ALO, Bde S1, Bde Chaplain, Bde Surgeon, MP Plt Ldr, Bde S4, BSO, Bde HQ Co Cmdt, Bde S5 (if assigned)	

Figure D-6. Excerpt from Key Participants by Task component of BF 18.

c. Identifying Task Training Sequences and Products To Support Training. Unit trainers must also decide which products and information sources must be replicated or emulated to introduce external stimuli to the training events. The Flow Charts and Key Inputs and Outputs components help determine that information.



The flow charts are used to determine: (a) the flow of tasks during each battle phase; (b) vertical task linkages (to higher and lower echelon units); (c) horizontal task linkages (to tasks in other BFs for the echelon being analyzed); and (d) information input and output which affect relevant tasks. The flow charts provide a graphical description of tasks as they are sequenced within the framework of the battle phases. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may interact with preceding or subsequent tasks.

The Inputs section of the Key Inputs and Outputs component contains critical information, organized by the doctrinal product or means used to communicate it, required by participants to achieve the purpose of the BF. The information and products described must be replicated to drive training events. The Lessons Learned Integrated into the Task List component can also support identification of conditions to be replicated.

The Outputs section of the Key Inputs and Outputs component describes information which results from the performance of the BF tasks. The Outputs should be covered by performance standards and should usually be covered during the after action review (AAR). An excerpt from the Key Inputs and Outputs component of the BF 18 FA is shown in Figure D-7.

**KEY INPUTS****D - 4      GUIDANCE AND INFORMATION FROM THE DIVISION  
COMMANDER AND STAFF.**

- a. Division commanders verbal or written guidance.
- b. Operational situation reports (OPSITREPs).
- c. Periodic personnel report (PPREPT).
- d. Periodic intelligence report (PERINTREP).
- e. Periodic operation report (PEROPRPT).
- f. Periodic logistics report (PERLOGRPT).
- g. Periodic civil affairs report (PERCARPT).
- h. Engineer reports.
- i. Field artillery reports.
- j. Air defense artillery reports.
- k. Other reports of planning or critical combat information of interest to the brigades.

**KEY OUTPUTS****Bde - 3      BRIGADE WARNING ORDER**

- a. Mission, intent, and CCIR of brigade commander.
- b. Graphics.
- c. Types of fire support munitions available, including CSR and RSR.
- d. Enemy situation.
- e. Assets available for collection of information and intelligence.
- f. Task organization.

Figure D-7. Excerpt from Key Inputs and Outputs component of BF 18 FA.

d. Determining Prerequisite Training Tasks. If units are to obtain full benefit from training, participants must have previously achieved a level of proficiency in the individual and collective tasks required to enable safe and effective training of the selected tasks. Identification of such prerequisite tasks is accomplished by analyzing the Gate Tasks component. Trainers use this information to provide focus for individual training, subordinate echelon collective training, and staff training. An excerpt from the Gate Tasks component for the BF 1 FA contained in this research product is shown in Figure D-8.

**5. The brigade commander issues initial planning guidance.****S2**

[STP 34-35II-MQS, Intelligence]

- Conduct situation development [01-3381.01-4016].

**Officer Common Tasks:**

[STP 21-II-MQS, Common Tasks]

- Brief to Inform, Persuade, or Direct [01-9007.01-0250]
- Communicate effectively as a commander or staff officer [03-9001.12-0003]

**NCO Common Tasks for: All Primary and Special Staff NCOs**

[STP 21-24-SMCT, Common tasks]

- Prepare situation report [SITREP] [071-332-5022].
- Prepare a strip map [551-721-3359].
- Prepare an operation overlay [071-332-5000/ 71-3-3002[2] MTP 71-3].
- Conduct operations security [OPSEC] procedures [113-573-0002].
- Integrate risk management into mission [850-001-4001].

[ARTEP 71-3-MTP]

- Perform duties in a tactical operations center or admin/log command post [7-1-3904/3036].
- Analyze tactical mission statement [ARTEP 71-3 MTP, Task 71-3-3001].
- Prepare plans/orders/annexes IN ACCORDANCE WITH FM's 71-2 and 101-5 [7-1-3904[9] / 71-3-3002].
- Prepare operational journals [ARTEP 71-3 MTP, Task 71-3-2006[2]].
- Advise and assist staff on elements of BOS that support/impact their staff function [ARTEP 71-3 MTP, Task 71-3-0001].
- Maintain the current situation (71-3-3003).

Figure D-8. Excerpt from Gate Tasks component of BF 18 FA.

**Training Developers**

The TRADOC service schools (proponents) develop training materials to guide individual and collective training. Training development is conducted within the framework of the systems approach to training. The BF FAs support the systems approach for collective training by identifying not only the tasks for each type of unit, but also horizontal and vertical relationships within each BOS, relationships among BOS, and relevant details about the relationships. The descriptions of interrelationships, which describe the scope of required synchronization plus details about tasks and supporting tasks, provide training developers with information about the content of training which they are supporting.

Within TRADOC, current training development supports Force XXI. The BF FAs are especially germane to the WARFIGHTER XXI (collective) emphasis. The information in each BF FA can be applied within each of the five WARFIGHTER XXI components:

- Standard Army Training System (SATS)
- TSPs
- TADSS
- Standard After Action Review System (STAARS)
- Army Training Digital Library (ATDL)

#### 1. Standard Army Training System

The SATS is a computer-based software system that automates training management doctrine. The most direct connection of BF FAs to SATS is through the Combined Arms Training Strategy (CATS). This is the mechanism for establishing long-range and short-range unit training strategies. Each CATS identifies tasks, drills and exercises, TADSS, and resources to support training for each unit type. The BF FA components help developers identify tasks to be addressed by the strategy; the FAs are especially useful for identifying staff tasks that are not currently included in ARTEP-MTPs. In addition, BF FAs directly support two elements of the CATS-- Training Unit Audience and Prerequisite Training Gates. Training developers can extract information about the audience for training from the Key Participants by Task component. They can find prerequisites for the tasks in the Gate Tasks component. Figure D-9 shows extracts from the CATS for the Armor Battalion Task Force that were based on the BF FAs for the battalion task force.

Training Unit Audience	Prerequisite Training Gates
MOVEMENT TO CONTACT	
Full TF, including Slice (includes FSO/FSE, CEWI Assets, Engineer, ADA, TACP, TF Combat/Field Trains (BSA))	<b>TF Command Posts, Staff and Slice (Attached units, staff elements, and LNOs)</b> - Assessed at "T" level task proficiency in the performance of BOS functions and supporting tasks: 7-1-3003, 4, 5, 6, 7, 8, 9, 14, 15, 18, 19, 21, 22, 23 24, 27. . .

Figure D-9. Extract from CATS for battalion task force.

## 2. Training Support Packages

A TSP for collective training integrates training products, materials, and information necessary to train one or more tasks. BF FAs support development of unit preparation materials, tactical materials, and trainer materials. Examples of how the components can contribute to development of TSPs include:

- The Task Lists component or Tasks Organized by Outcomes component can be a useful first draft for a training and evaluation outline. Since both lists may include tasks that are not explicitly described in ARTEP-MTPs, they are especially valuable in designing staff training.
- Training developers can augment the training and evaluation outline by providing tactics, techniques, and procedures drawn from Lessons Learned Integrated into the Task List component.
- Several components work together to specify conditions that must be replicated for realistic training. The Flow Charts and Key Participants by Task components show the type of horizontal and vertical interactions that should be built into the scenario. The Task Lists and Key Inputs and Outputs components describe the scope of those interactions. The inputs and outputs can be especially useful in packaging required information to train particular tasks.
- In addition to setting out the conditions, the Purpose and Outcomes and Key Inputs and Outputs components can be the basis for building “A Way” demonstrations of how the various units, sections, and individuals are synchronized during the operation and what results the event/exercise should produce.
- The Purpose and Outcomes component can be a guide for organizing an AAR. Once an OC identifies an outcome to be sustained or improved, the Tasks Organized by Outcomes component can be used to identify particular tasks and supporting tasks to address in the AAR.

## 3. Training Aids, Devices, Simulators, and Simulations

The BF FAs support TADSS development by defining requirements in terms of tasks which should be performed. In other words, the BF FAs describe the “what” of training so that TADSS developers can develop the “how.” The FAs are especially valuable for specifying interactions between echelons and among units. Three components give such information: Flow Charts, Tasks Linked to Other BF/Units, and Key Participants by Task.

#### **4. Standard After Action Review System**

The STAARS will be linked to live, virtual, and constructive exercises and operations with the intent of translating lessons learned into leader development and collective training concepts, methods, and strategies. Since BF FAs structure assessments at successively precise levels (mission, BOS, BF, outcome, and task), they would be well suited to an automated feedback system. The BF FAs can also provide a useful level for aggregating CTC-based lessons learned between the task and BOS levels. In the same way that the Purpose and Outcomes component can facilitate AARs by CTC OCs, the information in that component can structure lessons learned.

#### **5. Army Training Digital Library**

The ATDL is a repository of digital information related to training. The BF FAs are compatible with ATDL formats and some FAs have been partially formatted into the Automated Systems Approach to Training. The ATDL makes it possible to share the information from BF FA components with commanders in the field through the interactive electronic “library without walls” that provides digitized access to training information. In addition, the BF and outcome structure could be useful in organizing task-related information within ATDL.

## **Appendix E**

### **ACRONYMS AND ABBREVIATIONS**

This component identifies the acronyms used by the authors in the function analysis. Acronyms were derived from relevant doctrinal publications.

2IC	second in command
A2C2	Army airspace command and control
AAR	after-action review
ABE	assistant brigade engineer
ACA	airspace coordination area
ADA	air defense artillery
ADC	area damage control
ADW	air defense warning
AFATDS	advanced field artillery tactical data system
AGM	attack-guidance matrix
ALO	air liaison officer
ALOC	administration and logistics operation center
AN	author note
ANGLICO	air and naval gunfire liaison company
AO	area of operations
APP	appendix
AR	armor
ARI	Army Research Institute
ARTEP	Army Training and Evaluation Program

ASR	alternate supply route
ATC	air traffic control
ATDL	Army Training Digital Library
ATO	air tasking order
ATP	ambulance transfer point
AXP	ambulance exchange point
BAO	battalion/brigade ammunition officer
BCBL	Battle Command Battle Laboratory
BCC	battlefield circulation control
BDA	battle damage assessment
Bde	brigade
BDFA	basic daily food allowance
BECS	Battlefield Electronic CEOI
BF	battlefield function
BFV	Bradley Fighting Vehicle (M2/M3)
BICC	battlefield information coordination center
Bn	battalion
BOC	battery operations center
BOS	battlefield operating system(s)
BSA	brigade support area
BSO	brigade/battalion signal officer
BSOC	battalion support operations center



C2	command and control
C2W	command and control warfare
C3	command, control, and communications
CALL	Center for Army Lessons Learned
CAS	close air support
CATS	combined arms training strategy
CCF	critical combat function(s)
CCIR	commander's critical information requirements
Cdr	commander
CEOI	communications electronics operating instructions
CGSC	Command and General Staff College
CI	counterintelligence
CL	Class
CL I	subsistence items
CL II	individual equipment, clothing, tool sets, housekeeping supplies
CL III	petroleum, oils, lubricants
CL IV	construction and barrier material
CL V	ammunition
CL VII	major end items
CL IX	repair parts and components
CMLO	chemical officer
CMO	civil-military operations

Co	company
COA	course of action
COLT	combat observation lasing team
COMSEC	communications security
COP	command and observation post
CP	command post
CS	combat support
CSM	command sergeant major
CSR	controlled supply rate
CSS	combat service support
CTC	Combat Training Center
D3A	decide, detect, deliver and assess
DF	direction finding
DIVARTY	division artillery
DMP	decision-making process
DP	decision point
DS	direct support
DST	decision support template
DTDD	Directorate of Training Development and Doctrine
DTTP	doctrine, tactics, techniques, and procedures
ECCM	electronic counter countermeasures
EEFI	essential elements of friendly information

Engr	engineer
EPW	enemy prisoner(s) of war
EW	electronic warfare
FA	field artillery; function analysis
FASCAM	family of scatterable mines
FASP	field artillery support plan
FCT	firepower control team
FDC	fire direction center
FDO	fire direction officer
FEA	front end analysis
FFIR	friendly forces information requirements
FIST	fire support team
FIST-V	fire support team vehicle
FLOT	forward line of own troops
FM	field manual
FM	frequency modulated
FN	field note
FO	forward observer
FORSCOM	U.S. Army Forces Command
FPF	final protective fire
FRAGO	fragmentary order
FS	fire support

FSB	forward support battalion
FSCM	fire support coordinating measure
FSCoord	fire support coordinator
FSE	fire support element
FSEM	fire support execution matrix
FSO	fire support officer
GPS	global positioning system
GS	general support
GSR	general support-reinforcing
HHB	headquarters and headquarters battery
HN	host nation
HPT	high payoff targets
HPTL	high payoff target list
HSS	health service support
HVT	high-value target
ID	infantry division
IEW	intelligence and electronic warfare
IFSAS	improved fire support automation system
IN	infantry
Intel	intelligence
IPB	intelligence preparation of the battlefield
IR	information requirements

ITTBBST	Innovative Tools and Techniques for Brigade and Below Staff Training
JAAT	joint air attack team
JRTC	Joint Readiness Training Center
LAN	local area network
LL	lessons learned
LNO	liaison officer
LRP	logistics release point
MBA	main battle area
MCI	minimum critical information
MCOO	modified combined obstacle overlay
MDMP	military decision-making process
MEDEVAC	medical evacuation
METL	mission essential task list
METT-T	mission, enemy, terrain, troops, and time available
MI	military intelligence
MIJI	meaconing, intrusion, jamming, and interference
MOPP	mission-oriented protective posture
MOS	military occupational specialty
MP	military police
MQS	military qualification standards
MRP	motorized rifle platoon

MSR	main supply route
MTP	mission training plan
MV	muzzle velocity
NAI	named area of interest
NBC	nuclear, biological, and chemical
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NGLO	naval gunfire liaison officer
NSF	naval surface fires
NTC	National Training Center
O&I	operations and intelligence
OB	order of battle
OC	observer-controller
OEG	operational exposure guide
OP	observation post
OPFOR	opposing forces
OPLAN	operations plan
Opns	operations
OPORD	operations order
OPSCHED	operations schedule
OPSEC	operations security
OPSITREP	operational situation report

PA	physicians assistant
PAC	personnel and administration center
PADS	position azimuth determining system
PERCARPT	periodic civil affairs report
PERINTREP	periodic intelligence report
PERLOGRPT	periodic logistic report
PEROPRPT	periodic operation report
PGM	precision guided munitions
PIR	priority intelligence requirements
PLL	prescribed load list
PPREPT	periodic personnel report
PSNCO	personnel services non-commissioned officer
PSYOP	psychological operations
R&S	reconnaissance and surveillance
RACO	rear area combat operations
RAP	rocket assisted projectile
RDO	radar deployment order
ROE	rules of engagement
ROM	refuel-on-the-move
RPV	remotely piloted vehicle
RSO	reconnaissance and survey officer
RSOP	reconnaissance, selection, and occupation of position
RSR	required supply rate

S1	adjutant/personnel officer, brigade and battalion staff
S2	intelligence officer, brigade and battalion staff
S3	operations and training officer, brigade and battalion staff
S3 Air	operations and training officer – air operations, brigade and battalion staff
S4	supply/logistics officer, brigade and battalion staff
SALT	supporting arms liaison team
SALUTE	size, activity, location, unit, time, equipment
SATS	Standard Army Training System
SEAD	suppression of enemy air defenses
Sgt	sergeant
SIGSEC	signals security
SIT TEMP	situation template
SITMAP	situation map
SITREP	situation report
SM	soldier's manual
SMCT	soldier's manual of common tasks
SME	subject matter experts
SO	signal officer
SOI	signal operating instructions
SOP	standing operating procedures
SPOTREP	spot report



SR	senior
ST	student text
STAARS	standard after action review system
STP	soldier's training publication
TA	task analysis
TACFIRE	tactical fire direction system
TACP	tactical air control party
TADSS	training aids, devices, simulators, and simulations
TAI	targeted area of interest
TAMMS	the Army maintenance management system
TC	training circular
TF	task force
TG	trainer's guide
TOC	tactical operations center
TOE	tables of organization and equipment
TOW	tube-launched, optically tracked, wire-guided missile
TPL	time-phase line
TRADOC	U.S. Army Training and Doctrine Command
TRP	target-reference point
TSOP	tactical standing operating procedures
TSP	training support package
TSS	target selection standards

TTP	tactics, techniques, and procedures
TVA	target value analysis
UAV	unmanned aerial vehicle
ULLS	unit level logistics systems
USAARMC	United States Army Armor Center
USAARMS	United States Army Armor School
USAF	United States Air Force
USAFAS	United States Army Field Artillery School
USMC	United States Marine Corps
USN	United States Navy
VHF	very high frequency
WAN	wide area network
WARNO	warning order
WCS	weapons control status
XO	executive officer